Adopted Budget

Fiscal Year 2020

City of Fredericksburg, Virginia

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City of Fredericksburg Fiscal Year 2020 Adopted Budget

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MEMORANDUM

TO:	Honorable Mayor and Members of City Council
FROM:	Timothy J. Baroody, City Manager
RE:	Adopted Operating and Capital Budget for FY 2020
DATE:	February 1, 2020

Introduction

I am pleased to present the FY 2020 Adopted Operating and Capital Budget, which began on July 1, 2019. This document also includes the FY 2020 – FY 2025 Capital Improvements Plan. The Adopted Budget for FY 2020 is a balanced budget that represents a responsible spending plan for the upcoming fiscal year. Much work has gone into ensuring that this Budget is fiscally responsible, advances the City Council's Vision and Priorities, supports our schools and our workforce, and meets the needs of a growing community.

The total General Fund budget for FY 2020 is $100,174,000, which is an overall increase of 4.3% over the FY 2019 original adopted budget. The General Fund is the primary fund for most City operations. This budget document also includes a variety of other operating funds, including the City's main enterprise funds: Water Operating, Wastewater Operating, Transit Operating, and the Parking Fund.

The adopted budget does include an increase in the real estate rate from the current $0.80 per $100 valuation to $0.85 per $100 valuation. Of the additional increase, one-cent of revenue will go towards the Stormwater Management Fund (Fund 229). The remaining additional revenue will go to the General Fund for the support of City and school operations.

FY 2020 Budget in Context

The City of Fredericksburg is the central locality to the fastest-growing region in the Commonwealth – and population growth is accelerating in recent years. The annual budget process reflects the City's efforts to maintain and improve our schools, services, and infrastructure in a growing region with a strong economy.

Regional Population Growth – 2010 – 2018[1]

Year	City	Stafford	Spotsylvania
2010 (Census)	24,286	128,961	122,397
2011	25,484	131,067	123,997
2012	26,024	132,719	124,526
2013	27,945	135,141	125,555
2014	28,213	138,230	126,337
2015	26,969	140,176	128,998
2016	27,025	141,915	129,668
2017	27,645	145,699	131,549
2018	28,387	149,110	133,441

The City's growth and the strong economy contributed to growth in revenues, which helps fund some of the growth in the budget. The budget also continues to strategically utilize the City's fund balance – particularly to meet the City's ongoing capital needs and to help offset the increase in expenses from the Rappahannock Regional Jail.

The City's departments, officers, and partner agencies are striving to meet ongoing service needs. Although the City Manager's Office always reduces the requested amount prior to forming a final recommended budget for Council consideration, the total requested General Fund budget for FY 2020 included nineteen full-time positions and totaled over $115.5 million – which is reflective of the growth in demand for services and maintenance needs for the City.

Budget Highlights – General Fund

Overall General Fund highlights include the following:

- Overall growth in revenue, net of fund balance, expected to be $96,346,000, or 4.62% over the original adopted budget revenues for FY 2019
- An increase in the transfer to the Fredericksburg City Public Schools of $1,400,000;
- Increase in the funding for the Rappahannock Regional Jail of $960,017;
- Additional funding for the Children's Services Act of $540,000, as costs for meeting these service needs continue to increase;
- Additional funding for the Central Rappahannock Regional Library of $162,845;
- Additional funding for debt service in the General Fund of $349,580;
- A cost-of-living increase of 2.5% salaries, effective July 1, 2019; and
- An increase in the solid waste fee of approximately $2 per month to help meet increases in costs for this program

Revenues

The following table shows some of the major revenue areas in the City's General Fund, with a comparison between the FY 2019 original budget forecast and the FY 2020 budget forecast. With the exception of the Telecommunications Sales Tax, most revenues are forecasted to increase in FY 2020. The City increased the real estate property tax rate in FY 2020 to offset rising expenditure needs for both the City and the City Schools.

[1] Source: Weldon Cooper Center

Revenue Forecasts – Key Local Revenues

	Original FY 2019 Budget	*FY 2020 Adopted*
Real Estate	$31,225,000	$32,970,000
Personal Property	$8,775,000	$9,350,000
Sales Tax	$11,500,000	$11,700,000
Meals Tax	$11,500,000	$12,300,000
BPOL	$6,445,000	$6,555,000
Consumer Utility	$1,800,000	$1,850,000
Telecommunications Sales	$1,650,000	$1,575,000

Real Estate
The final adopted budget by City Council includes an increase in the real estate tax rate, from the FY 2019 rate of $0.80 per $100 of valuation to $0.85 per $100 of valuation.

Of the increase, one additional penny would be dedicated to the Stormwater Management Fund, and four pennies would be used in the General Fund. Each penny is worth approximately $400,000 in additional revenue. The City is also forecasting an additional $250,000 from growth in various City tax bases.

Solid Waste Collection Fees
The City's costs for the solid waste collection operations will increase in FY 2020, and the budget includes an increase in solid waste collection fees. The City has not increased the solid waste fee since FY 2015.

Rate Increase – Solid Waste Collection Fee

	FY 2019 Bi-Monthly	FY 2019 Monthly Equivalent	FY 2020 Bi-Monthly	FY 2020 Monthly Equivalent
High Density	$33.40	$16.70	$36.74	$18.37
Regular	$40.90	$20.45	$45.00	$22.50

The annualized increase for most customers is $24.50. High-density customers will pay a slightly smaller annualized increase, amounting to $20.04.

The fee increase is estimated to increase revenue by $100,000 in the General Fund. The FY 2018 actual revenue for this source was $1,017,212, and the budget forecast for FY 2019 is $1,100,000. The forecast for FY 2020, which includes the rate increase, is $1,200,000.

The overall cost for the City's refuse collection and disposal programs have been increasing over the past several years. As an example, the R-Board Landfill, of which the City is a joint owner along with Stafford County, will be raising the tipping fee for the City's operation from $28/ton to $32/ton, which is more in-line with the rate being charged by commercial haulers to commercial properties and residents of Stafford County.

Water & Wastewater Fees

The City is facing several challenges related to capital projects in the Water Operating Fund and the Wastewater Operating Fund in FY 2020 and beyond. The City Council raised water and sewer fees by 10% in FY 2020 to help offset ongoing increasing costs and to help prepare for major capital projects in the future, including the wastewater plant consolidation project and several projects related to Spotsylvania's Motts Run Water Treatment Plant that supplies treated water to the City under an agreement with Spotsylvania.

The City will need to further evaluate additional rate increases in future years as projects develop and debt is issued to pay for the necessary improvements.

Use of Fund Balance

The City has a practice of judiciously using fund balance in the budget to offset the costs of ongoing capital improvements and other one-time types of expenditures. The City also uses fund balance to set aside a contingency for the General Fund operating budget.

The largest use of Fund Balance is the use of $2,723,000 in Fund Balance Assigned for Capital Projects. The City sets aside reserves and uses them on an annual basis to fund small and medium-sized capital projects, and the use of reserves in FY 2020 continues that practice.

The FY 2020 Budget includes an amount of $500,000 as a Contingency in the General Fund. The FY 2020 Budget uses an amount of $470,000 in Unassigned fund balance as a source for most of these funds. The General Fund customarily includes this amount every year to provide the City with flexibility to handle new circumstances or needs as they may arise over the course of the next twelve months.

The FY 2020 Budget also uses an amount of $635,000 in Fund Balance Assigned to the Jail Stabilization Fund to offset the increase in the costs for correctional facilities for the City in FY 2020. This usage is in accordance with the policy on the Fund Balance Assigned for Jail Stabilization, which is designed to help offset large increases in these costs from year-to-year.

Use of Fund Balance in FY 2019 Adopted and FY 2020 Budget

Use of Fund Balance	FY 2019 Adopted	FY 2020 Adopted
Fund Balance – Committed for Capital	$3,180,000	$2,723,000
Fund Balance – Jail Stabilization Fund	$ - **	$635,000
Fund Balance - Unassigned	$775,000	$470,000
Total	$3,955,000	$3,828,000

Human Resources Highlights

Cost-of-Living Adjustment

The budget for FY 2020 includes funding for a 2.5% cost-of-living adjustment effective July 1, 2019. Periodic cost-of-living adjustments are essential in maintaining the City's competitive position in the labor marketplace, both in terms of recruitment and retention. The cost of the adjustment is $650,883, including wages and associated benefits, in the General Fund. The total cost for all funds is $755,262.

New Positions
As part of the budget process, various City Departments and agencies requested nineteen new positions. This is driven in part by both the City Council priorities and by the City's recent growth, both in terms of population and in terms of developed areas. However, the additional pressure placed upon the City budget by a variety of factors, including the additional costs for schools, salaries and wages, social services, the jail, among others, limited the number of new positions recommended by the City Manager for funding in this budget. The budget adopted by the City Council includes three new full-time positions, plus funding adjustments for two additional positions added mid-year.

Assistant Commonwealth Attorney
The City of Fredericksburg Police Department was a pioneer in the region in the adoption of body cameras for patrol officers. Body camera recordings provide an outstanding record of evidence for criminal trials.

However, The Commonwealth's Attorney has noted that the additional evidence has increased the amount of preparation work for trial, as recorded camera footage must be reviewed and analyzed. This work is in addition to traditional trial preparation work, such as interviewing witnesses, interviewing law enforcement officers, and otherwise preparing the court case for the prosecution of criminal offenses.

This is a state-wide phenomenon, and there is action by the General Assembly to require an Assistant Commonwealth Attorney position be added per every 75 body cameras in use by the Police Department. The Fredericksburg Police Department currently maintains 89 body cameras, so one position would need to be added under this requirement.

The budget includes an additional Assistant Commonwealth Attorney position to assist with the additional preparation required by the additional evidence. The cost of the new position is $99,091, including salary and benefits.

Public Works – Street Sanitation
The Public Works Department requested an additional Crew Leader position in Street Sanitation to assist with the growing workload in that area.

The new position will act as a "litter liaison," and coordinate with the R-Board and the Rappahannock Regional Jail litter crews for routine roadside litter collections in the City, coordinate cleanups of illegal campsites on City property as needed, and coordinate with other groups such as Fredericksburg Main Street on various litter and trash collection activities. The position will also assist in improving the monitoring of existing refuse collection accounts, and help ensure that appropriate carts are issued and removed as accounts are opened and closed.

The cost of the position, including both salary and benefits, is $71,500.

Fire
The City's Fire Department requested a Deputy Chief of Operations to provide for additional coverage and assistance in the administration of Fire Department operations. Among other duties,

the Deputy Chief of Operations would provide for additional oversight and administrative support for the City, including emergency management and EMS.

The City has invested in additional personnel in the fire service over the last several fiscal years in effort to expand the City's hours of available service for emergency medical calls. The City has doubled the full-time personnel in the EMS division since FY 2014, from eight full-time employees to sixteen. The expansion of service and personnel has added to the need to restore the Deputy Chief of Operations, which is a position that became vacant and for which funding was eliminated during the Great Recession.

The cost of this position, including salary and benefits, is $96,354.

Internal Re-adjustments to Current Positions
Public Information Officer
The City for several years has acknowledged a need to improve our communications efforts by funding a City-wide Public Information Officer. The advent of the Internet and social media has fundamentally changed the process by which communications occurs between citizens and their local governments, and made the need for a Public Information Officer position even more pressing.

The City adjusted the FY 2019 budget mid-year utilizing funds and positions in the Department of Parks, Recreation, and Special Events to create this position. The FY 2020 budget now includes a separate department which will fund the position, plus small amounts for training and supplies.

The cost of this position for a full year, including salary and benefits, is $93,020.

Parks, Recreation, and Special Events
The City's Parks, Recreation, and Special Events Department has been adding park facilities recently, and the number of special events in the City has grown in recent years. During FY 2019 several adjustments were made to assist in meeting these service demands.

The last addition to the Department took place in 2015, in the Supervision division. Budget cuts due to the Great Recession have not been fully restored in this area of City operations. Internal adjustments were made to transition a part-time employee to a full-time employee in the Parks Maintenance division, which helps both in parks maintenance needs and in the management of special events.

The City will be increasing the active park offerings during FY 2020, as the Riverfront Park will be under construction. The FY 2020 budget does not include an additional full-time position to help maintain Riverfront Park, but this will more than likely be included in the FY 2021 budget.

Health Insurance
Based upon a positive health insurance renewal from Anthem, the City has been able to reduce overall premiums by 4%. The budget number for health insurance on a Per Employee Per Year basis has decreased from $13,200 in FY 2019 to $12,670 in FY 2020 – a 4% decline. This results in savings in the General Fund of $196,895.

The City has a goal to decrease the employer's share of premiums to 90% for "employee-only" and "plus one child." The "plus spouse" and "plus family" enrollment options are recommended to decrease to 80% employer share, again, over time. The current budget advances along that path for the two plans with the vast majority of employees.

Employee Share of Health Insurance Premiums

	Prior	Adopted	Eventual Target
Employee Only	5%	6%	10%
Employee + Child	7%	8%	10%
Employee + Spouse	17%	18%	20%
Employee + Family	17%	18%	20%

Based upon this proposal, the net increase for most employees is between $4 and $8 per month depending upon the plan that they are enrolled in and the level of dependent coverage selected.

The proposal also includes having level premiums for employees enrolled in the consumer-driven health plan, which is the least expensive insurance option for City employees. There are twenty-three employees currently enrolled in this plan.

Turnover Credit
The FY 2020 budget includes a Turnover Credit of $250,000, which is the same as the FY 2019 budget. The turnover credit lowers the overall expenditure number in the General Fund.

The turnover credit is entered as a negative number in General Fund Expenditures at the beginning of the fiscal year. Based on prior experience, departments will experience turnover throughout the year as employees separate from City employment for various reasons. During the year, budget authority is transferred from departments to the turnover credit as savings from turnover is realized. At the close of the fiscal year, the turnover credit will be zero as a result of these activities.

Part-time Regular Employees and Paid Time Off
The budget also includes a proposal to provide part-time regular employees with at least one year of service with the equivalent of 24 hours (three days) of paid-time off. The City has many employees who are in part-time status, and the extension of paid leave to these valuable employees will lessen the impact to them of becoming sick or otherwise going on leave. The proposal is for the City to grant the leave at the beginning of the year, and the hours would not roll-over or be carried forward, and would not be paid out upon separation.

The cost of this proposal is estimated to be $40,000, which is funded between the General Fund and the Transit Fund, which has a large number of part-time regular employees.

City Schools

The Operating Budget for FY 2020 includes a transfer to the Fredericksburg City Public Schools of $30,460,210. This represents an increase of $1,400,000 over the FY 2019 transfer of $29,060,210. These totals include funds for the School Operating budget, as well as the Head Start program.

The overall operating fund for City Schools is $47,249,053. The City Schools' aid from the Commonwealth is forecasted in FY 2020 to be $16,068,464, which together with the transfer from the General Fund is the majority of the funding for the schools.

Children's Services Act Fund

The City's funding for the Children's Services Act (CSA) Fund increases in FY 2020 to $1,480,899. The City's transfer from the General Fund is $1,400,000 – a major increase from the FY 2019 transfer of $940,000. The remaining amount is a use of the residual fund balance of the Children's Services Act Fund.

The overall fund is a combination of state and local funding to meet the needs of identified at-risk children in the community for a variety of services. The City's population of children served has increased in recent years, as has the cost of special education day placements for the children served by CSA. The overall fund, including both local and state revenue, is $3,924,510 in FY 2020. By contrast, the original adopted budget for FY 2019 for the CSA Fund is $2,794,989.

Regional and Local Partners

Central Rappahannock Regional Library

The budget includes a significant increase in the funding for the Library on the part of the City. The FY 2020 Budget includes support for the Central Rappahannock Regional Library of $1,463,835 which is an increase of 12.52% over the FY 2019 funding of $1,300,990.

The Library's overall costs for the Local Administrative Center has increased, which is part of the increase for the City's share of funding. In addition, the Library is back to a share of funding based upon the locality use, and the City's share of circulation is approximately 12% of the total circulation. The total Library budget is $12,870,412.

Rappahannock Regional Jail

The City will face a significant increase in the cost for the Rappahannock Regional Jail in FY 2020. The current fiscal year (FY 2019) showed a significant decline in costs from FY 2018 and prior years. The funding in FY 2020 is more consistent with prior fiscal years in terms of the City's requirement to fund the Rappahannock Regional Jail.

Historical Funding – Rappahannock Regional Jail

Fiscal Year	Rappahannock Regional Jail Funding
2015	$3,741,869
2016	$3,917,709
2017	$3,861,804
2018	$4,327,955
2019 (Budget)	$3,120,000
2020 (Budget)	$4,080,017

In FY 2019, the Jail utilized remaining bond proceeds to help offset debt service costs for that year. This one-time activity helped the City and the other jurisdictions save significantly on jail debt service in FY 2019.

The City Council has established a Jail Stabilization Fund to help smooth out the annual increases and decreases in the City's contributions to the Jail budget. In FY 2019, in accordance with that policy, the City set aside $605,000 of the savings from that year's decrease in jail funding to add to this reservation.

In FY 2020, the City will use, rather than add to, the Jail Stabilization Fund. This helps to offset the major increase in the City's requirement to fund the operation of the Rappahannock Regional Jail. The amount of the Jail Stabilization Fund used to offset the increase in the FY 2020 Rappahannock Regional Jail Budget is $635,000.

Rappahannock Juvenile Center
The City's cost for the Rappahannock Juvenile Center is set to decline from $467,000 in the FY 2019 original adopted budget to $413,236 in the FY 2020 Budget. The City's share of the cost of operations at the Center declined from just over 13% to 11.48%, based on the share of usage at the Center.

Rappahannock Health District & Rappahannock Area Community Services Board
The Rappahannock Health District is received level funding for FY 2020, at $414,280, which is consistent with their request. The RACSB is funded at $286,306 in FY 2020, which is an increase of 5.1% over the FY 2019 amount, and is also consistent with their request.

Stormwater Management Fund

The budget for the Stormwater Management Fund (Fund 229) is for a total appropriation of $898,304. This is an increase of 54.5% from the FY 2019 original adopted budget of $581,323.

The Stormwater Management Fund includes the City's efforts to meet the mandates of the Municipal Separate Storm Sewer ("MS4") program permit. The City's MS4 permit requires capital improvements to help clean stormwater runoff before it returns to the Rappahannock River and ultimately, the Chesapeake Bay.

The City also uses the Stormwater Management Fund to assist with the ongoing maintenance, replacement, and upgrading of existing storm sewer culverts and other facilities. The City's Public Works Drainage crew was moved to the Stormwater Management Fund in FY 2019. The City's Stormwater Management Fund is a relatively new fund, and the City's General Fund continues to support major capital projects related to stormwater, as well as a transfer to support the operations of the Stormwater Management Fund in FY 2019.

The future capital improvements plan targets a major improvement to Pond D, which is located between State Route 3 and Cowan Boulevard along the Smith Run nature trail. Staff recommends an expansion of Pond D utilizing wetlands and appropriate plantings, which will increase the treatment of the runoff in that watershed to the point where the City will be able to meet mandated goals for removal of nutrients. The cost is significant – an estimated $10,000,000. The City will be applying for available stormwater funds from the Commonwealth to assist in paying for this project, on a 50/50 basis, but local funds will be needed as well.

In order to support these projects, the budget includes an increase of $0.01 per $100 value in the real estate tax rate. The Stormwater Management Fund will have two pennies in revenue assigned to it, for a total of $800,000 in revenue. The additional revenue in the Fund enables the FY 2019 General Fund Transfer of $134,000 to the Stormwater Management Fund to be eliminated. In addition, in FY 2020 the Stormwater Management Fund will transfer $300,000 to the Public Works Capital Fund, which does not completely cover the cost of the current year stormwater improvements but it does lower the support for stormwater projects needed from the General Fund.

Other Operating Funds

City Grants Fund

The City Grants Fund is included in the FY 2020 budget at $1,546,735, which is a decline of 3.66% from the FY 2019 original adopted budget of $1,605,545. The City Grants Fund is amended from time to time throughout the fiscal year as the City receives grant awards. The transfer to the City Grants Fund from the General Fund is $358,000 which is a decrease of 6.23% from the FY 2019 transfer of $381,810.

Social Services Fund

The City's Social Services Fund accounts for the operations of the City's Department of Social Services. The FY 2020 budget includes funding in the amount of $6,411,125, which is an increase of 4.6% from the original adopted budget in FY 2019 of $6,126,905. The transfer to the Social Services Fund from the General Fund is $1,000,000 which is an increase of 6.4% from the FY 2019 transfer of $940,000.

Blight Abatement Fund

The City's Blight Abatement Fund is funded at $95,000 in the FY 2020 budget, which is level funding. The Blight Abatement Fund continues to assist with providing a temporary source of funds for codes enforcement actions, eventually repaid by landowners as part of enforcement actions.

Fredericksburg Opportunity Fund

The Fredericksburg Opportunity Fund, which assists with various economic development activities as the need arises throughout the year, is included in the budget at $75,000 in FY 2020. This is the same funding level as FY 2019.

Water Operating Fund & Wastewater Operating Fund

The Water Operating Fund is funded at $5,726,209, which is a 10.25% increase over the FY 2019 original adopted budget level of $5,193,594. The Wastewater Operating Fund is funded at $9,367,381, which is a 19.1% increase in the FY 2019 original adopted budget level of $7,862,561.

Both funds are impacted by the increase in debt service requirements related to the 2018 Bond Issuance, which included projects related to both the water distribution system and the wastewater collection system throughout the City.

Transit Operating Fund

The Transit Operating Fund supports the ongoing operations of the FREDericksburg Regional Transit bus system, which serves the City and several surrounding counties.

The Transit Operating Fund is funded at $6,312,360, which is an increase of 5.56% over the FY 2019 budget level of $5,979,624. The Transit Fund does include an expansion of service for Stafford County, funded at the request of Stafford County. The Transit Fund also includes an increase for the replacement of several buses in FY 2020.

The City's share of funding for the Transit Operating Fund is $480,000, which is the same level as FY 2019. The City uses surplus motor fuels taxes to pay the City's share of FRED Transit operations.

Riparian Lands Stewardship Fund
The Riparian Lands Stewardship Fund is recommended to be funded at $95,382, which is a 2.2% increase over the FY 2019 level of $93,324. This fund accounts for the activities of the City's River Steward who helps patrol the riparian lands along the Rappahannock River owned by the City.

Parking Fund
The Parking Fund includes the operations of the Sophia Street Parking Garage, along with some expenditures for parking lots that are currently under lease by the City in the downtown. The Parking Fund is funded at $737,427, which is an increase of 0.36% from the FY 2019 funding level of $734,809.

Capital Improvements Plan FY 2020 – FY 2025

The Capital Improvements Plan is included and covers Fiscal Years 2020-2025. The first fiscal year, FY 2020, represents the current Capital Budget. Future fiscal years are considered planning years.

Summary of Highlighted Projects

Gateway Boulevard
The Gateway Boulevard project consists of the construction of a road between State Route 3 north to Cowan Boulevard roughly parallel to Interstate 95. The construction of Gateway Boulevard opens up property for economic development, and is a key component of the City's package to attract a Veteran's Affairs clinic to the City of Fredericksburg.

The project is debt financed, and has $2.5 million in engineering and design funds beginning in FY 2020. The City continues to seek alternative funding for all or part of the project through the Virginia Department of Transportation. The project will not be constructed if major economic development partners are not available to assist in the payment of the debt service that would be required if the City were to finance the project without VDOT assistance.

Pedestrian Bridges
The Capital Improvements Plan includes projects in the planning years (FY 2021 – FY 2025) for repairs and renovations to four pedestrian bridges along the Rappahannock Canal path and the Quarry Bridge. The current FY 2020 budget includes $50,000 for engineering and design work on this project.

R-Board Cell F3 Construction
The City's plan for FY 2021 includes an amount of $2.5 million for construction of Cell F3 by the R-Board. The City would be a partner with Stafford County for the construction of the next cell.

The City's plan is to issue Revenue Bonds for this purpose, and the R-Board would pay the City back for the debt service required through tipping fee revenue received by the R-Board.

Motts Run Expansion
Spotsylvania County serves both major areas of the County and the City through the Motts Run Treatment Plant, and both the County and the City share the responsibility for capital upgrades at the facility.

The County is planning to expand the facility, and renovate some of the equipment. The FY 2020 Capital Budget includes $491,300 for the City's share of the cost of upgrades to Motts Run Treatment Plant. Another $10.3 million is included for the remainder of the planning period for additional renovations at the plant.

In addition, the County would like to expand the facility. The Capital Improvements Plan includes an additional $2.5 million for the City's share of expansion costs, beginning in FY 2021.

Wastewater Treatment Plant Project

The largest project in the Capital Improvements Plan is the wastewater treatment plant project, which impacts both the City and the County.

The City currently treats wastewater in the context of a long-term agreement with Spotsylvania County. Most of the City's wastewater is treated at the City's Wastewater Treatment Plant, while some portion is by-passed downstream to the FMC Wastewater Treatment Plant owned and operated by Spotsylvania County.

The City's Wastewater Plant is relatively older, and would require significant upgrades to the plant within an approximate ten-year time frame to maintain its' viability. Spotsylvania's FMC plant is also old, and relatively small, and Spotsylvania County plans to remove it from service in the next few years and expand the County's more modern facility downstream at Massaponax to handle the additional flows.

This creates a difficult long-term choice for the City. The City can either 1) negotiate a long-term agreement with Spotsylvania County for treatment capacity at the Massaponax Plant and remove the City's plant from service or 2) upgrade the City's plant and have a smaller portion of the wastewater going to an expanded Massaponax Plant. The County, and subsequently the City, have undertaken engineering studies to explore the various options and the various improvements associated with each one. Cost estimates will continue to be updated as the project advances, but the rough order of magnitude is correct based upon current information.

The Capital Improvements Plan includes planning based upon the City successfully negotiating a share of capacity that will be available at an expanded Massaponax Plant. There are parts of these projects that are required either way, such as the reconstruction of the City's influent pump station.

Current Plan – WWTP Improvements

	Project Start	Project Finish	Total Cost
Massaponax Expansion – City Share	FY 2020	FY 2024	$30,264,000
Rebuild Influent Pump Station	FY 2023	FY 2025	$17,100,000
Transmission System Improvement	FY 2020	FY 2025	$10,350,000
De-commission City Plant	FY 2025	FY 2025	$2,251,000
FMC – Interim Changes & De-commissioning	FY 2020	FY 2021	$4,674,200
Total			$64,639,200

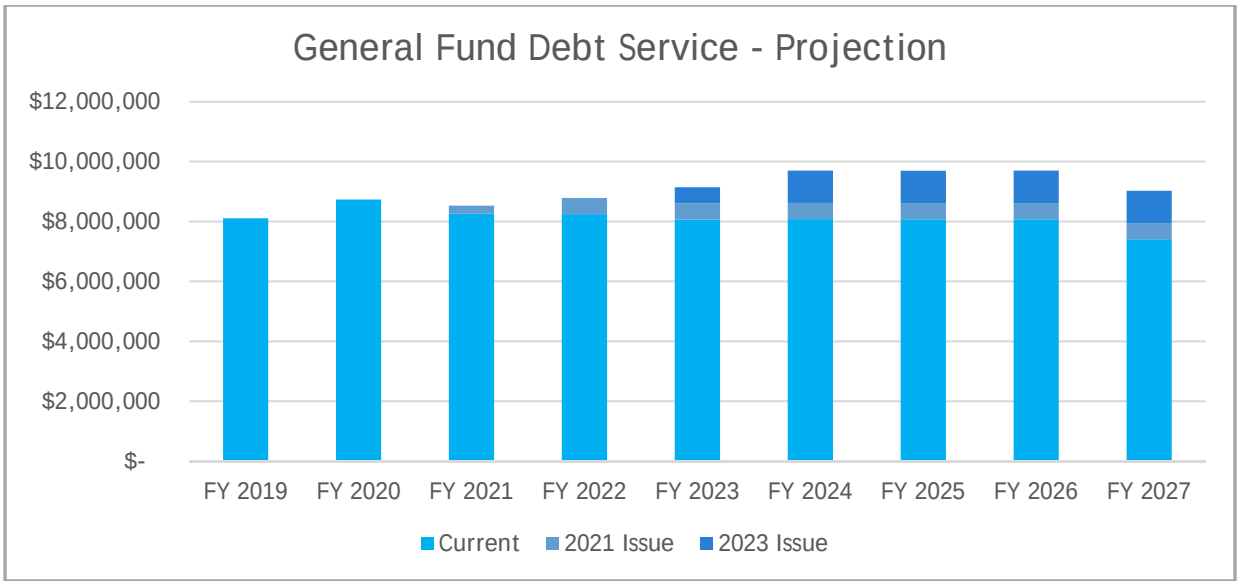
A project of this magnitude will require major increases in the City's sewer rates over the next few years. The final capital program still requires negotiations with Spotsylvania County, but engineering and design for the expansion program at Massaponax is under consideration by the Spotsylvania County Board of Supervisors in FY 2021. The City is currently engaged with a rate management consultant to examine potential increases in both water and wastewater rates for the next several years.

Debt Management Plan

General Fund

The City's General Fund debt service requirement for FY 2020 is projected to be $8.62 million, which takes into account the yearly credit from the refinancing of the 2004 VPSA Bond Issue by the Commonwealth. The current debt service schedule for FY 2021 is slightly less ($8.26 million).

The City's General Fund debt burden will increase modestly in the next several years, assuming that the Gateway Boulevard project will not be funded using City General Obligation bonds. The major projects in the General Fund requiring debt issuance include work for a new fire station and renovations to Fire Station #1, work on the Pond D Stormwater Project, and the proposed expansions of Lafayette Upper Elementary School and James Monroe High School.

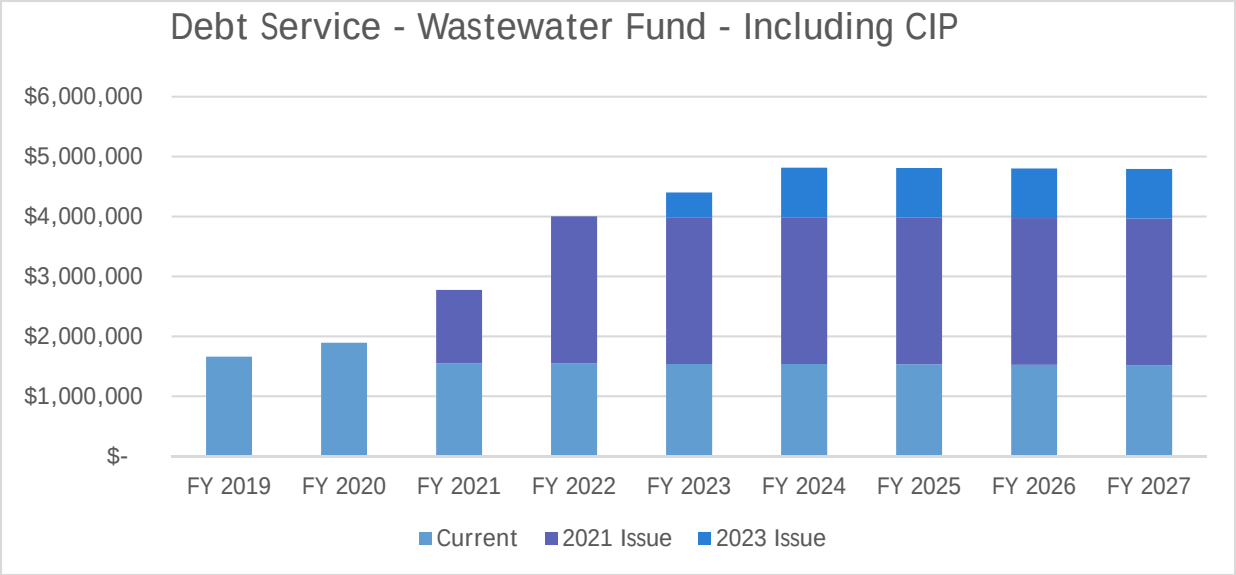


Water Fund
The City's Water Fund debt service is projected in FY 2020 to be $739,602. Based on the current schedule, the Water Fund debt service would decline to $601,207 in FY 2021, and remain at roughly $585,000 beginning in FY 2023 for the next several years.

The Capital Improvements Plan includes the City's share of cost for a variety of improvements and expansion at the Motts Run Water Treatment Plant. The additional debt service planned in the Capital Improvements Plan would increase the debt service requirement to approximately $1.2 million per year, beginning in FY 2024.

Wastewater Fund
The City's Wastewater Fund debt service is projected in FY 2020 to be $1.89 million. Based on the current schedule, the wastewater debt service would decline slightly to $1.55 million in FY 2021. This decline represents the retirement of the short-term portion of the 2015 bond issue.

The City will need to work very carefully with Spotsylvania County to manage the consolidation project between the three current plants serving the City and the County. To the extent possible, the City will need to extend the life of the existing Wastewater Plant. The consolidation project will require major increases in the debt service schedule and major increases in the rate schedule, based on the current Capital Improvements Plan which is based on the plans currently under consideration in Spotsylvania County.



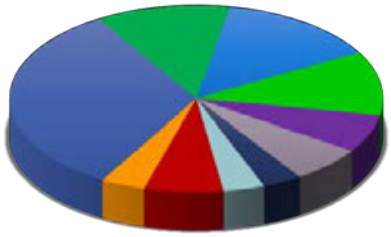
Conclusion and Next Steps

This budget document is the result of many hours of hard work on the part of our departments, Constitutional Officers, local and regional partners, and many others. I would especially like to thank our Budget Manager, our Finance Department, and both Assistant City Managers for their tireless efforts in bringing the budget and the capital improvements plan together.

The FY 2020 budget will also be unusual, at least from a staff perspective, in that FY 2020 will be the first budget administered entirely in the Tyler Munis software. The chart of accounts has changed, although the Finance Department was able to utilize much of the current structure for the City in creating the new account numbers.

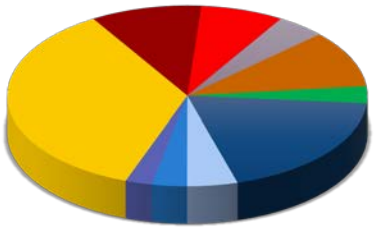
FISCAL YEAR 2020 BUDGET AT A GLANCE

FY 2020 Adopted Budget General Fund Revenues



- Real Property Tax (33%)
- Sales Tax (12%)
- Meals & Lodging Tax (14%)
- Personal Property Tax/PPTRA (11%)
- Business License Tax (7%)
- State & Federal Aid (6%)
- Telecom & Util Sales Tax (3%)
- Permits & Fees Charges for Services (4%)
- Other (7%)
- Fund Balance (4%)

FY 2020 Adopted Budget General Fund Expenditures



- Schools (30%)
- School Capital Fund (1%)
- School Debt Service (4%)
- Public Safety (Police) (10%)
- Public Safety (Fire) (8%)
- Correction & Detention (4%)
- Public Works (10%)
- Parks & Rec (3%)
- All Other Departments (19%)
- Debt Service (General Government) (5%)
- Regional Authorities, Partner Agencies (3%)
- Transfer to Social Services & CSA (2%)

FY 2020 General Fund

$100,174,000 or 4.3% over FY2019

Three New Positions in the General Fund (Commonwealth's Attorney, Fire, Public Works)

2.5% Cost of Living Adjustment

Funding increases for Library, Jail and Children's Services Act and Debt Service

Advancing City Council Priorities

Community Policing

Library Theatre Expansion

Workforce Development Plan

Baseball Stadium Completion

City Branding

School Capacity Needs

Small Area Planning

Riverfront Park

Architectural Ordinance

Renwick: Future Plan

FY 2020 Capital Program - $15.9 Million

School capital spending = $1.2 million
- James Monroe High School - HVAC, Athletic Track & Library Improvements
- Walker-Grant Annex Improvements
- Technology, Buses and Equipment

Transportation funding of $6.2 million

Alum Spring Park - Pedestrian Bridge Replacement Program

New Ambulance

Preliminary Design of Motts Water Treatment Facility Expansion & Wastewater Consolidation Projects

Adopted Property Tax Rates

$0.04 + $0.01
General Government + Stormwater
Recommended Tax Increase

$0.85
FY 2020
Adopted Tax Rate

Support of Schools

$47.2 Million = School Operating Fund

$5.6 Million = School Grants Fund

$1.2 Million = School Capital Projects

$4.2 Million = School Debt Service

FY 2020 Schools Operating

$1.4 million or 6% increase in the City's transfer to the School Operating Fund

$1.2 million increase in State Funding

FY 2020 Schools Capital

- James Monroe High School Improvements to HVAC, Athletic Track and Library
- Walker - Grant Annex Improvements
- Funding for Technology, Buses and Equipment

$13,498

PER PUPIL EXPENDITURES IN 2017 BY CITY OF FREDERICKSBURG*

Higher than both our region and the Commonwealth (2017 Statewide Average Total Per Pupil = $12,171)

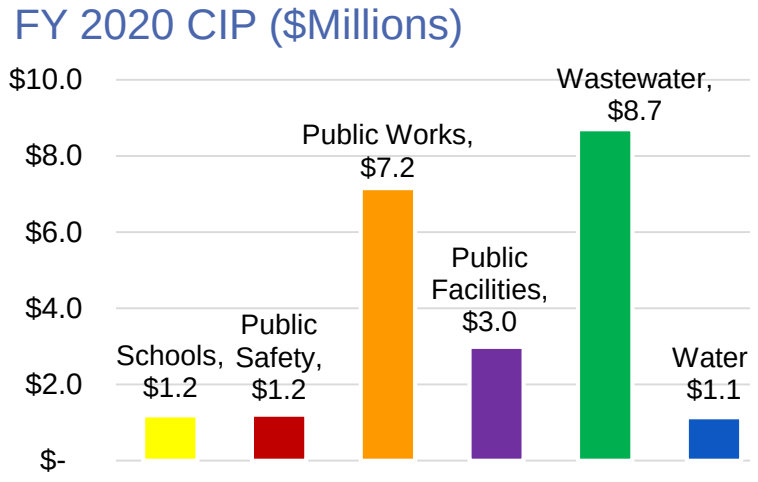
*Source: Commonwealth of Virginia: 2017 Table 15 of Superintendent's Annual Report "Sources of Financial Support for Expenditures, Total Expenditures for Operations, and Total Per Pupil Expenditures for Operations."

Investing in our Future:

Capital Improvement Plan for FY 2020

$12.5 Million for General Government & $9.8 Million for Utilities

Schools
Public Safety
Transportation
Historic Assets
Public Works
Parks
Trails
Public Facilities
Utility – Sewer
Utility - Water



How to Use the Budget Document

The City of Fredericksburg's budget is a financial guide for citizens and staff. This document accounts for the City's anticipated income from various revenue sources and describes how these resources are to be used during the fiscal year. The reader will also find background information such as how the organization is structured and other pertinent statistical data about the City of Fredericksburg. The document also communicates and reflects the Fredericksburg City Council Vision Statement.

The budget document is organized into the following sections:

Executive Summary

This section contains the City's Manager's transmittal letter, which highlights the FY 2020 Adopted Budget.

Overview

This section contains a two page summary and highlights of the budget. Also included is general information about the City, the City Council, and the budget process.

Vision Statement and City Values

This section presents Fredericksburg City Council 2036 Vision Statement. The City Manager's transmittal letter highlights certain priorities that are included in the FY 2020 Adopted Budget. Ties to the Vision Statement are also included in the Capital Improvement Plan. This section also presents the City's organizational values.

Personnel Tables

Included in this section is an organizational chart and a listing of full-time personnel by department and fund. It also includes a list of the City's various boards and commissions.

Financial Summaries

This section includes a summary chart and graphs for the General Fund and a listing of other governmental funds.

Program Narratives

This section provides a four-year comparison of expenditures. It includes the FY 2017 and FY 2018 prior year actuals and the FY 2019 and FY 2020 adopted budgets. Each department's budget is presented separately and includes information on service responsibilities, staffing, and expenditures.

Partner Agencies

Organizations that receive funding from the City are listed in this section. The organizations provide a variety of resources to help support a variety of social service and community based programs.

Capital Improvement Program

The Capital Improvements Program (CIP) is a six-year plan of expenditures for public facilities and infrastructure. It contains summaries as well as individual project sheets.

Debt

This section discusses the City's outstanding and proposed debt.

Line Item Detail

Information is presented in line item format for all the operating funds of the City.

Acronyms - Glossary

This section is a listing of the acronyms and definitions of budget terms.

Balance Sheet

The balance sheet from the City's most recently audited financial report can be found here.

Supplemental Information

Information in this section varies from year to year, highlighting important issues impacting the budget. This section also contains a copy of the budget resolution.

MONTREAL
MINNEAPOLIS
TORONTO
ALBANY
BOSTON
DETROIT
CHICAGO
CLEVELAND
PHILADELPHIA
NEW YORK CITY
PITTSBURGH
WILMINGTON
BALTIMORE
INDIANAPOLIS
WASHINGTON, DC
CHARLESTON
FREDERICKSBURG
LOUISVILLE
SPRINGFIELD
KNOXVILLE
GREENSBORO
NASHVILLE
CHARLOTTE
ATLANTA
BIRMINGHAM
CHARLESTON
JACKSON
JACKSONVILLE
NEW ORLEANS

CITY COUNCIL

Mary Katherine Greenlaw,
Mayor, At-Large

Kerry P. Devine,
At-Large

William C. Withers,
Ward 2, Vice Mayor

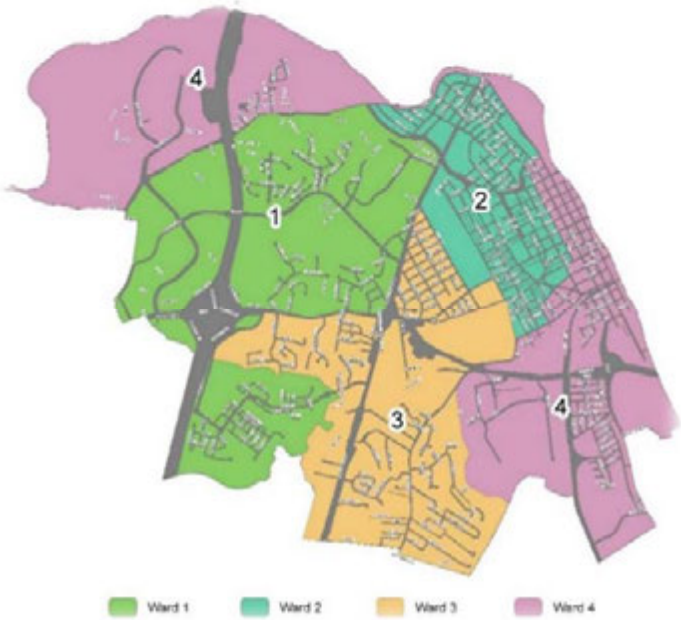
Matthew J. Kelly,
At Large

Jason N. Graham
Ward 1

Timothy P. Duffy, Ph.D.,
Ward 3

Charlie L. Frye, Jr.,
Ward 4

CITY COUNCIL WARDS



CITY ADMINISTRATION

CITY MANAGER

Timothy J. Baroody, City Manager

CONSTITUTIONAL OFFICERS

Paul Higgs, Sheriff

Lois Jacob, Commissioner of the Revenue

LaBravia Jenkins, Commonwealth's Attorney

Jeffrey Small, Clerk of the Circuit Count

Brenda Wood, Treasurer

ADMINISTRATIVE STAFF

Mark Whitley, Assistant City Manager

Doug Fawcett, Assistant City Manager

Edwin Allen, Chief, Fire Department

Lesley Moore, Director of Human Resources

Bill Freehling, Director of Economic Development & Tourism

Christen Gallik, Director of Social Services

Marc Hoffman, Registrar

Deidre Jett, Budget Manager

Charles Johnston, Director of Community Planning and Building

Wendy Kimball, Director of Public Transit

David King, Director of Public Works

David Nye, Chief, Police Department

Jane Shelhorse, Director of Parks, Recreation, and Events

Robyn Shugart, Director of Finance

Suzanne Tills, Chief Information Officer

FREDERICKSBURG CITY PUBLIC SCHOOLS

Dr. Marceline Catlett, Interim Superintendent*

** On June 27, 2019 Dr. Catlett was appointed to serve as Interim Superintendent effective July 1 2019.*

BUDGET PROCESS CALENDAR

Task	Time Frame*
Departments Prepare Budget Requests	October/November
Budget Office Review	December
City Manager's Office Review	January/February
City Manager's Recommended Budget and Capital Improvement Plan Presented to City Council	First Council Meeting in March
Budget Work Session	Second Council Meeting in March
Budget Work Session	First Council Meeting in April
Public Hearing / Budget Work Session	Third Week of April
First Reading of Budget	Second Council Meeting in April
Second Reading (Approval) of Budget	First Council Meeting in May
Deadline for Passing School Budget**	May 15th
Deadline for Passing City's Budget	June 30th

* Tentative, subject to change
** Or within 30 day of the receipt of the estimates of state funds, whichever is later.

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1728

FREDERICKSBURG CITY COUNCIL
2036 VISION STATEMENT

Sharing Our Past, Embracing the Future

The people of Fredericksburg are building a 21st century urban center on the foundation of this historic city at the fall line of the Rappahannock River. Fredericksburg is the hub of regional economic activity, a city with a multicultural population and thriving cultural scene, a place that works for everyone, a community where the people are writing the next chapters of Fredericksburg's history.

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

EMPLOYMENT EPICENTER

Fredericksburg has a research and development, high-tech focused economy delivering solutions in healthcare, national security, and innovative technology. We are an authentic historic experience and a tourist destination with diverse opportunities in eco-tourism, sports, cultural, and entertainment venues of statewide significance. We facilitate the entrepreneurial spirit.

PUBLIC SERVICES—THE BACKBONE OF OUR COMMUNITY

Delivery of core services is of the utmost importance. Fredericksburg maintains and improves its infrastructure to accommodate future growth in the City. Capital improvements are carefully planned and include investments so that our infrastructure is capable of delivering clean water and sanitary services. We provide highly responsive public safety, health, and social services. We apply advances in technology to monitor and improve these services. We collaborate with our regional partners to explore shared service solutions.

DISTINCT AND LINKED NEIGHBORHOODS

Fredericksburg's neighborhoods have their own identities and they are also linked to the whole community by a network of sidewalks and trails. We are a cohesive community of caring, involved, and dedicated residents. Residents value the safe neighborhoods in which they live. They know their neighbors. They encounter neighbors of all ages and backgrounds in the common social areas provided by public pathways and parks.

LEARNING IS A WAY OF LIFE

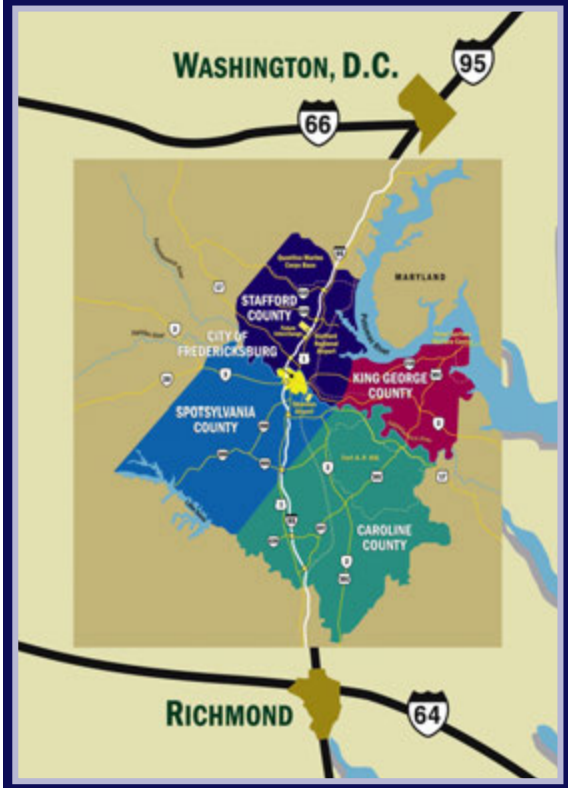
Our public schools are a great source of pride, bringing together all students and families, linking learning to the needs of the 21st Century. The Council and School Board work closely with each other, regional partners, and higher educational institutions to provide lifelong learning for our residents. The City's unified school structure provides connection throughout the community. We have an educated workforce prepared to meet the needs of modern society.

A PROVEN LEADER IN HISTORIC PRESERVATION

Recognizing the importance of our historic character, from early Indian settlement through the Industrial Revolution, we are stewards of our nation's treasures. Working with our National Park Service, other preservation partners, and the development community, we continue to tell the story of our nation's history by preserving our historic properties and promoting compatible reuse and redevelopment. With our enhanced focus on archaeology, the City continues to be a leader in historic preservation.

BUILDING COMMUNITY THROUGH CULTURAL VIBRANCY

The City's arts and parks are the pulse of the community and make Fredericksburg a desirable place to live and a destination for businesses and visitors. Cultural and recreational opportunities, along with parks and trails, create vitality and promote healthy living, community connectivity, and creative experiences.



GREEN, CLEAN ENVIRONMENT

We are a responsible, modern city with a quality of life that is guaranteed by thoughtful environmental stewardship. Our location on the Rappahannock River compels us to consider the environmental impact of every decision that we make. Our air and water quality is ensured through careful management. Conservation of our natural resources is encouraged through education and incentives. New homes and commercial buildings are built to LEED standards, and we encourage the use of alternative energy options. Whether we are discussing street sweeping, new development, education, tree-planting, or tax abatements, we promote a clean environment and well planned, sustainable growth.

CUTTING-EDGE TRANSPORTATION SOLUTIONS

We have pedestrian access throughout the City and work to guarantee connectivity. We are a leader in advancing multimodal transportation opportunities within the City and between Washington and Richmond. By identifying new resources, the City seizes emerging advancements in transportation.

City of Fredericksburg City Council

Mary Katherine Greenlaw, Mayor
William C. Withers, Jr., Vice-Mayor, Ward Two
Kerry P. Devine, At-Large
Matthew J. Kelly, At-Large
Bradford C. Ellis, Ward One
Timothy P. Duffy, Ph.D., Ward Three
Charlie L. Frye, Jr., Ward Four

715 Princess Anne St., Fredericksburg, VA 22401, 540.372.1010
www.fredericksburgva.gov

Created/Adopted Winter 2016-2017

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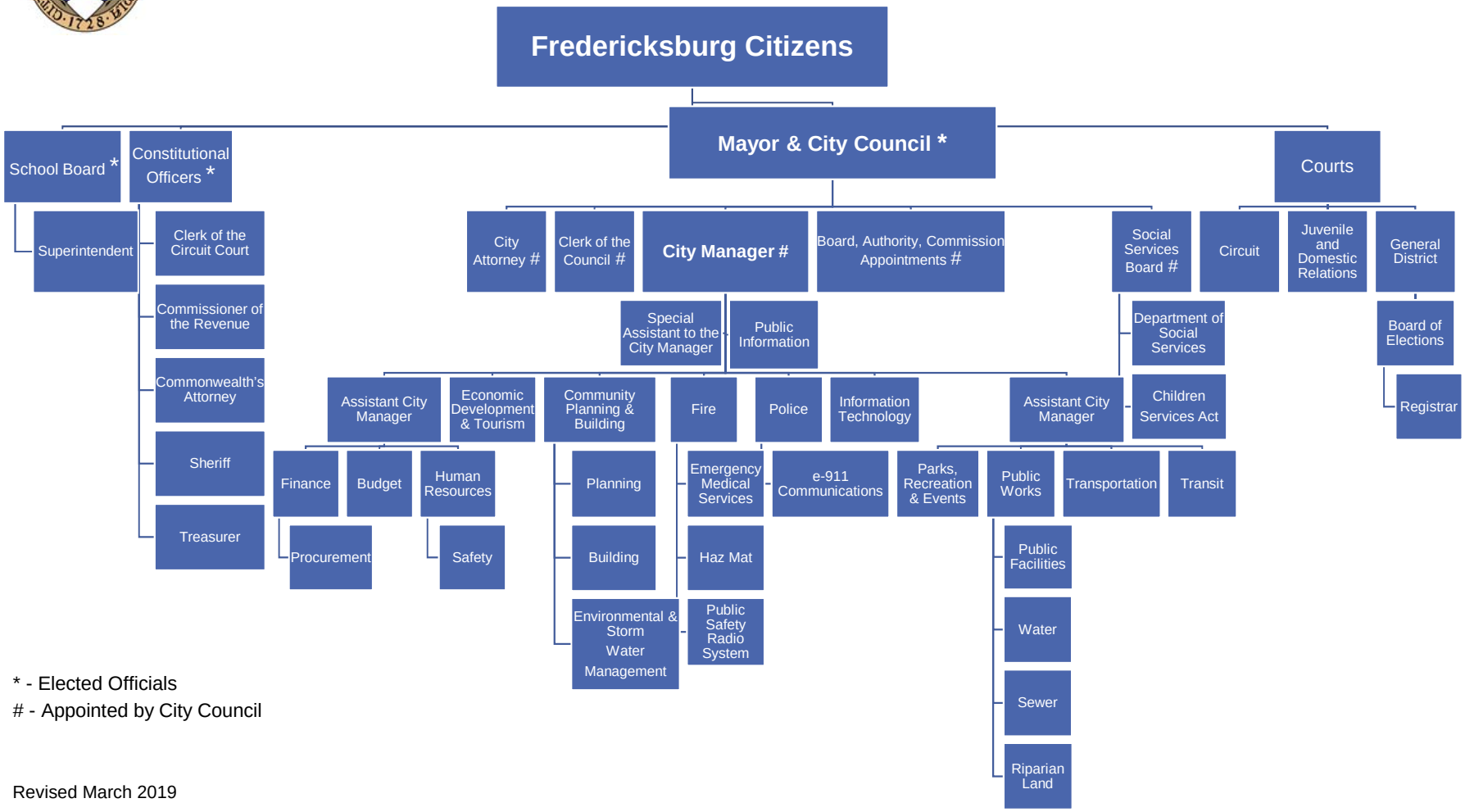
Organizational Chart



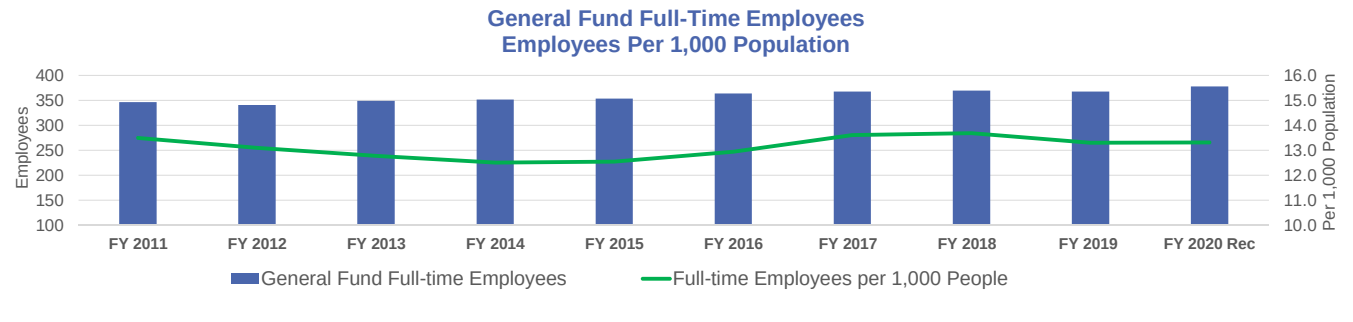
* - Elected Officials

\# - Appointed by City Council

Revised March 2019

PERSONNEL TABLE

Full-Time Employees	FY 2017 Amended	FY 2018 Adopted	FY 2019 Adopted	FY 2019 Amended	FY2020 Requested	FY 2020 Recommend	FY 2020 Adopted	+/-	Comments
General Fund									
Clerk of Council	1	1	1	1	1	1	1	-	
City Manager's Office	5	5	5	6	6	6	6	1	A full-time position in Planning was shifted to the CMO mid-year. A part-time position was shifted to Planning. The position also performs the duties of the Mayor's assistant which were previously part of Planning.
City Attorney	2	2	2	2	2	2	2	-	
Human Resources	3	3	3	3	4	3	3	-	
Commissioner of the Revenue	11	11	11	11	11	11	11	-	
Treasurer	8	8	8	8	8	8	8	-	
Finance	8	8	8	8	9	8	8	-	
Information Technology	7	8	8	8	8	8	8	-	
Registrar	1	1	2	2	2	2	2	-	
Safety & Risk Management	1	1	1	1	1	1	1	-	
Public Information	0	0	0	1	1	1	1	1	Position added mid-year
Circuit Court	1	1	1	1	1	1	1	-	
Clerk of the Circuit Court	10	10	10	10	10	10	10	-	
Sheriff	23	23	23	23	23	23	23	-	
Commonwealth's Attorney	13	13	13	13	14	14	14	1	Assistant Commonwealth's Attorney
Police	80	80	81	81	83	81	81	-	
Fire	44	45	45	45	48	46	46	1	Division Chief
Fire - EMS	14	14	17	17	17	17	17	-	
Community Planning & Building -Building	8	8	8	8	8	8	8	-	
Community Planning & Building -Planning	7	7	7	6	6	6	6	-1	See comments under City Manager
Transportation	1	1	1	1	2	1	1	-	
Animal Control	0	0	0			0	0	-	
E911 Communications	17	17	17	17	17	17	17	-	
PW Engineering . & Admin.	7	7	7	7	8	7	7	-	
PW Street Maintenance	13	13	13	13	13	13	13	-	
PW Drainage	4	0	0	0	0	0	0	-	Drainage Crew now part of the Stormwater Management Fund
PW Traffic	6	6	6	6	6	6	6	-	
PW Shop and Garage	12	12	12	12	13	12	12	-	
PW Street Sanitation	12	12	14	14	15	15	15	1	Street Sanitation Crew Leader (trash and litter control)
PW Refuse Collection	11	11	9	9	9	9	9	-	
PW Recycling Collection	2	2	2	2	2	2	2	-	
Public Facilities	13	13	13	13	14	13	13	-	
Public Facilities – Sp. Projects	0	0	0	0	0	0	0	-	
Parks, Rec & Events – Admin	5	5	5	5	5	5	5	-	
Parks, Rec & Events – Supervision	5	5	5	5	5	5	5	-	
Parks, Rec & Events – Maint.	9	9	9	10	12	10	10	1	Position added mid-year
Economic Development & Tourism	6	6	6	6	7	6	6	-	
Total General Fund	**370**	**368**	**373**	**375**	**391**	**378**	**378**	**5**	



PERSONNEL TABLE

Full-Time Employees	FY 2017 Amended	FY 2018 Adopted	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	+/-	FY 2020 Recommended	FY 2020 Adopted
City Grants Fund Positions								
Planning – CDBG	1	1	1	1	1	-		
Com.'s Atty. – Victim Witness	2	2	2	2	2	-		
Com.'s Atty. – Domestic Violence	1	1	1	1	1	-		
Total City Grants Fund	4	4	4	4	4	-		
						-		
Storm Water Management						-		
Storm Water Management	2	2	2	2	2	-		
Drainage		4	4	4	4	-		
Total Storm Water Management	2	6	6	6	6	-		
						-		
Water Fund Positions						-		
Administration & Treatment	7	7	7	7	7	-		
Water & Sewer Crew [1]	6	6	6	6	6	-		
GIS Analyst [1]		1	1	1	1	-		
Utility Billing [1]	2	2	2	2	2	-		
Total Water Fund Positions	15	16	16	16	16	-		
						-		
Sewer Fund Positions [1]						-		
Administration & Treatment	13	13	13	13	13	-		
Pumping & Transmission	4	4	4	4	4	-		
Total Sewer Fund Positions	17	17	17	17	17	-		
						-		
Transit Fund Positions						-		
Transit	15	19	22	22	22	-		
Total Transit Fund	15	19	22	22	22	-		
						-		
Parking Fund						-		
Parking Fund	1	1	1	1	1	-		
Total Parking Fund	1	1	1	1	1	-		
						-		
Department of Social Services						-		
Social Services	35	37	36	36	37	1	Grant Funded Benefits Specialist	Grant Funded Benefits Specialist
Children's Services Act	1	1	1	1	1	-		
Total Department of Social Service	36	38	37	37	38	1		
						-		
						-		
Riparian Lands Stewardship Fund						-		
River Steward	1	1	1	1	1	-		
Total RLSF	1	1	1	1	1	-		
						-		
TOTAL (All Funds)	**461**	**470**	**477**	**479**	**483**	6		
[1] Personnel costs are split between the Water Fund and Sewer Fund.								

Boards and Commissions

The City of Fredericksburg appoints members to a variety of regional and City-based boards, authorities, and commissions.

Name	City Members	Function
Architectural Review Board (ARB)	7	City Council has adopted a historic preservation ordinance to maintain the unique character of downtown Fredericksburg. The purpose of the Architectural Review Board is to maintain the historic and architectural integrity of designated historic areas.
Board of Building Code Appeals	5	The purpose of the Board of Building Code Appeals is to consider appeals from persons aggrieved by decisions of the Building Official.
Board of Equalization	4	The purpose of the Board of Equalization is to consider appeals from property owners concerning the most recent general property assessment.
Board of Social Services	5	The Board of Social Services of the City of Fredericksburg oversees the Department of Social Services.
Board of Zoning Appeals (BZA)	5	The Board of Zoning Appeals hears and decides administrative appeals, grants variances, interprets the boundaries of the zoning map, and grants special exceptions.
Cable Television Communication	5	The purpose of the Cable Commission is to review and make recommendations to City Council on cable franchise agreements and to hear cable subscriber complaints and assist in resolving them.
City and Public Utility Review Committee (CPURC)	5	The CPURC was established to review and approve utility infrastructure in public right of way or on other city property within of the Fredericksburg Historic District per section 66-191 of the City Code.
City Community Policy and Management Team for Youth & Family Services (CMPT)	8	The purpose of the Fredericksburg CMPT is to create, maintain, and manage a collaborative system of services and funding that is youth centered, family focused, and community based when addressing the strengths and needs of troubled and at-risk youth and their families.
Economic Development Authority (EDA)	7	The Economic Development Authority acts as a catalyst for responsible economic growth that improves Fredericksburg's quality of life. The EDA receives its funding from annual fees derived from the issuance of bonds for qualified borrowers. It has several matching grant programs that promote downtown revitalization, commercial building façade improvements, business development and expansion, strengthening of the city's arts businesses, special events and non-profit projects.
Electoral Board	3	The duty of the Electoral Board is to insure all elections are conducted fairly and impartially. The members are appointed by the Chief Judge of the Fredericksburg Circuit Court.
Fredericksburg Arts Commission	11	The purpose of the Fredericksburg Arts Commission is to provide leadership by and for City government in supporting arts and cultural affairs.

Name	City Members	Function
Fredericksburg Clean & Green Commission	13	The purpose of this commission is to ensure effective planning and maintenance of landscape elements and amenities, and to encourage a clean and aesthetically pleasing environment in our City. The commission will serve the general welfare of the citizens and visitors of the City of Fredericksburg.
George Washington Regional Commission	3	The GWRC's mission is to coordinate planning to ensure competitiveness, reduce redundancy in government, improve efficiency, enhance services and improve implementation time of regional projects.
Germanna Community College Board	1	As a public comprehensive community college, Germanna provides accessible, quality educational and training opportunities that meet our communities' needs.
Housing Advisory Committee	3	The committee was established to follow those duties as set forth in applicable federal and state laws pertaining to oversight, administration, and eligibility requirement involved in the housing rehabilitation loan program.
Memorials Advisory Commission	9	The purpose of the Memorials Advisory Commission shall be to advise and make recommendations to the City Council on appropriate means of recognizing and awarding extraordinary contributions made by individuals and organizations to the well-being of the City, the Commonwealth of Virginia, or the nation.
Parking Advisory Committee	7	The Committee reviews City parking policies and practices and related matters and advises the City Council and City staff on these matters.
Planning Commission	7	The Planning Commission recommends to the City Council the land use policies of the City in the Comprehensive Plan. It also makes recommendations on applications for Special Use Permits, Special Exceptions, Subdivisions, Rezonings, and Development Code Text Amendments after it has conducted a public hearing.
Potomac & Rappahannock Transportation District	1	The PRTC is a multi-jurisdictional agency representing Prince William, Stafford and Spotsylvania Counties, and the Cities of Manassas, Manassas Park and Fredericksburg. Membership in PRTC allows for the collection of a 2.1% Motor Fuels Tax which is used for transportation improvements in the region.
Public Transit Advisory Board	11	The purpose of the Public Transit Advisory Board (PTAB) shall be to provide citizen and private and public partner input on the public transit needs of the city and the region; to evaluate the operational and financial performance of the region's public transit system; and to advise the City Council on any public transit issues that the PTAB considers appropriate for City Council consideration.
Rappahannock Area Agency on Aging	1	Rappahannock Area Agency on Aging serves the needs and acts on behalf of persons aged sixty and older in the City of Fredericksburg and the surrounding Counties of King George, Caroline, Spotsylvania and Stafford.
Rappahannock Area Alcohol Safety Action Program	1	The mission is to improve highway safety by decreasing the incidence of driving under the influence of alcohol and other drugs, leading to the reduction of alcohol and drug related fatalities and crashes.
Rappahannock Area Community Services Board (RACSB)	3	The RACSB is committed to improving the quality of life for the people residing in the City of Fredericksburg and the Counties of Caroline, King George, Spotsylvania and Stafford, with mental health, developmental disability and substance abuse problems and to preventing the occurrence of these conditions.

Name	City Members	Function
Rappahannock Area Office on Youth (RAOOY)	2	The mission of RAOOY is to promote healthy and responsible behavior in youth and young adults by supporting families and providing programs that encourage positive development.
Rappahannock Juvenile Detention Commission	2	The mission is to provide secure detention for youths found to be in need of such placement by a court within the participating jurisdictions.
Rappahannock Regional Jail Authority (RRJ)	3	The primary mission of the RRJ is to provide protection for the people of VA from those who have been remanded into custody. As the conditions of confinement are important in an effective jail system, we make a commitment to provide a humane environment for those confined.
Rappahannock Regional Solid Waste Management Board (R-Board)	3	The R-Board is a joint venture of the governments of Stafford County and Fredericksburg charged with the operation and maintenance of the Regional Landfill and recycling drop-off facilities in Stafford and Fredericksburg.
Recreation Commission	9	The purpose of the Commission is to act as liaison between Parks and Recreation Department staff and the community. The Commission provides strategic guidance, reviews and advises department staff on policies, department budget submissions, yearly goals, programming and park needs. Members report and advocate to City Council on behalf of the Parks and Recreation Department.
Riverfront Task Force	16	City Council assigned the Task Force the following objectives: * With community input, define the park's identity and what it should become. * Coordinate community input into the design of the Riverfront Park. * With City staff and consultants, develop design for the entire Riverfront Park. * Produce a Riverfront Park Development Plan. * Act as the coordinating link between Phase 1 and subsequent phases of Riverfront Park development.
School Board (Elected)	6	The mission of Fredericksburg City Public Schools is to provide a quality education that assures opportunity and equity for each student.
Stafford Regional Airport Authority	1	The Stafford Regional Airport Authority is committed to providing and promoting a safe, efficient, convenient and economically self-sustaining air transportation facility responsive to airport-user and community needs while supporting and promoting the Region's economic growth and development
Towing & Recovery Board	3	The purpose and duties of the Towing and Recovery Advisory Board is to study the governing practices of towing and recovery services rendered pursuant to police towing requests, make recommendations to the city council and police department regarding adoption or amendment of any ordinances, regulations, or contracts pertaining to same, and to hear appeals and complaints arising out of police towing requests.
Tri-County/City Soil & Water Conservation District (TCCSWCD) (Elected)	2	The mission of the TCCSWCD is to provide leadership, education, and technical programs to assist all resource users to conserve, sustain, and improve, soil and water and related resources.
Washington Ave Mall Tree Taskforce	8	The Taskforce mission is to review public comments regarding the current mall tree plan; review concerns; coordinate with City staff; develop a recommendation that best addresses changes to the plan and present a recommendation to Parks & Recreaction Committtee And Clean & Green Committee and present a final recommendation to the City Council.
Wetlands Board	7	The purpose of the Wetlands Board is to conduct studies of the city's tidal and non-tidal wetlands and make periodic reports and recommendations to the City Council on ways that the City can protect and preserve all such areas within the City.

CITY · OF · FREDERICKSBURG · VIRGINIA ·
1728 ·

GENERAL FUND SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Adopted	Change FY20-FY19	% Change FY20-FY19
Sources						
Real Property Tax	30,044,758	31,257,752	31,225,000	32,970,000	1,745,000	5.6%
Sales Tax	11,376,302	11,476,687	11,500,000	11,700,000	200,000	1.7%
Meals Tax	11,141,603	11,765,352	11,500,000	12,300,000	800,000	7.0%
Lodging Tax	1,524,371	1,565,938	1,600,000	1,600,000	-	0.0%
Personal Property Tax	8,622,738	8,815,216	8,775,000	9,350,000	575,000	6.6%
PPTRA	1,728,833	1,728,833	1,728,000	1,728,800	800	0.0%
Business License Tax	6,320,104	6,382,570	6,445,000	6,555,000	110,000	1.7%
Telecommunication Sales Tax	1,682,625	1,632,557	1,650,000	1,575,000	(75,000)	-4.5%
Consumer Utility Tax	1,808,256	1,834,078	1,800,000	1,850,000	50,000	2.8%
Charges for Services	2,595,981	2,690,687	2,743,400	2,880,900	137,500	5.0%
Permits & Fees	677,060	786,182	662,600	684,200	21,600	3.3%
State Revenues	5,833,166	6,035,208	6,018,100	6,247,600	229,500	3.8%
Federal Aid	89,337	97,082	30,000	30,000	-	0.0%
Other	5,752,568	6,735,216	5,517,900	5,944,500	426,600	7.7%
Transfers	613,500	900,000	900,000	930,000	30,000	3.3%
Fund Balance	-	-	3,955,000	3,828,000	(127,000)	-3.2%
Total	**89,811,202**	**93,703,359**	**96,050,000**	**100,174,000**	**4,124,000**	**4.3%**
Uses						
City Council	238,847	236,955	248,010	237,710	(10,300)	-4.2%
City Manager	814,983	962,247	942,368	1,005,443	63,075	6.7%
Clerk of the Council	117,448	121,341	112,330	114,041	1,711	1.5%
Clerk of the Circuit Court	783,129	746,767	850,260	889,511	39,252	4.6%
Commissioner of the Revenue	972,241	854,649	1,069,234	1,084,444	15,210	1.4%
Commonwealth's Attorney	1,329,459	1,289,165	1,441,104	1,541,446	100,342	7.0%
Courts	185,486	157,244	206,510	203,523	(2,987)	-1.4%
Economic Development	953,236	969,633	1,036,278	1,005,539	(30,739)	-3.0%
Fire	6,510,680	6,908,055	7,123,954	7,525,983	402,029	5.6%
Finance	841,140	872,082	929,803	953,678	23,875	2.6%
General Assessment	4,288	-	275,000	-	(275,000)	-100.0%
HR	357,012	368,985	433,705	468,139	34,435	7.9%
Insurance	858,574	826,525	969,000	983,000	14,000	1.4%
IT	1,257,026	1,361,579	1,609,362	1,777,080	167,719	10.4%
Legal Services	337,615	346,275	380,169	384,557	4,388	1.2%
Planning	680,458	658,121	759,490	721,149	(38,341)	-5.0%
Building	754,093	753,389	805,787	853,934	48,147	6.0%
ARB/BZA	19,895	230	5,200	5,200	-	0.0%
Parks, Recreation & Events	2,681,776	2,716,448	2,849,643	3,077,340	227,697	8.0%
Police	9,331,332	9,407,351	9,824,304	10,092,363	268,059	2.7%
Public Facilities	2,245,767	2,517,799	2,871,731	2,960,374	88,643	3.1%
Public Information				93,212	93,212	--
Public Works	8,341,703	6,644,835	6,895,008	7,335,558	440,550	6.4%
Safety	105,873	102,526	129,390	115,755	(13,635)	-10.5%
Sheriff	2,280,742	2,280,742	2,299,266	2,317,175	17,909	0.8%
Transportation Division	81,213	145,079	157,292	157,470	179	0.1%
Treasurer	767,893	767,485	883,973	900,217	16,244	1.8%
Voter Registrar	268,323	213,750	307,136	333,772	26,636	8.7%
Schools	27,760,210	28,605,210	29,060,210	30,460,210	1,400,000	4.8%
Correction & Detention	4,576,070	4,696,765	4,192,000	4,434,471	242,471	5.8%
Outside Agencies	3,164,971	2,986,617	3,025,263	3,182,974	157,711	5.2%
OPEB	75,000	-	-	-	-	--
Debt Service	7,319,846	8,150,203	8,273,000	8,622,580	349,580	4.2%
Transfers	5,321,981	5,452,403	6,084,221	6,336,150	251,929	4.1%
TOTAL	**91,338,310**	**92,120,455**	**96,050,000**	**100,174,000**	**4,124,000**	**4.3%**

Other Funds - Expenditure Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Adopted	Change FY20-FY19	% Change FY20-FY19
Special Revenue Funds						
Social Services Fund	5,260,232	5,502,743	6,126,905	6,411,125	284,220	4.6%
City Grants Fund	1,241,170	1,577,010	1,605,545	1,546,735	(58,810)	-3.7%
Children's Services Act Fund	1,874,432	2,289,641	2,794,989	3,924,510	1,129,521	40.4%
Central Park Special Tax District	-	-	262,000	-	(262,000)	-100.0%
Forfeited Asset Sharing Fund	16,711	49,511	-	-	-	--
Fredericksburg Opportunity Fund	-	-	75,000	75,000	-	0.0%
Blight Abatement	22,320	16,127	95,000	95,000	-	0.0%
Environmental (Stormwater)	192,566	434,564	581,323	898,304	316,981	54.5%
Component Unit Funds						
Schools						
Operating	42,120,900	43,773,137	44,626,789	47,249,053	2,622,264	5.9%
Grants	5,141,035	5,663,733	5,376,277	5,596,277	220,000	4.1%
Economic Development Authority	651,040	107,512	165,000	154,650	(10,350)	-6.3%
Enterprise Funds					-	--
Water Operating Fund	3,406,393	3,515,476	5,193,594	5,726,209	532,615	10.3%
Wastewater Operating Fund	5,824,460	5,606,133	7,862,561	9,367,381	1,504,820	19.1%
Transit Fund	4,671,545	4,785,312	5,979,624	6,312,360	332,736	5.6%
Parking Fund	493,395	462,704	734,809	737,427	2,618	0.4%
Capital Funds						
School Capital	395,484	789,203	1,090,000	1,193,000	103,000	9.4%
School Bond Funded Capital	9,279,165	2,343,333	0	-	-	--
Public Works	2,664,573	2,923,400	9,437,000	7,156,300	(2,280,700)	-24.2%
Public Facilities	726,349	1,251,439	4,577,000	2,985,000	(1,592,000)	-34.8%
Public Safety	1,460,013	496,074	1,280,000	1,210,000	(70,000)	-5.5%
Courts	202,215	-	-	-	-	--
Water System Improvement			2,200,000	1,141,300	(1,058,700)	-48.1%
Wastewater System Improvement			7,875,000	8,706,200	831,200	10.6%
Debt Service Funds						--
General Obligation Bond	4,332,054	4,333,972	4,485,691	4,844,731	359,040	8.0%
Education Bond	3,887,478	4,257,400	4,222,052	4,217,750	(4,302)	-0.1%
Trust Funds						
Riparian Lands	56,937	88,733	93,324	95,382	2,058	2.2%
Other Post Employment Benefits (OPEI	1,348	1,857	5,000	5,000	-	0.0%
Fiduciary / Agency Funds (Information Only)						
Rappahannock Area Office on Youth	1,383,598	1,222,057	1,457,447	1,414,206	(43,241)	-3.0%
Rappahannock Regional Criminal Justice Academy	1,318,629	971,641	1,220,275	1,256,514	36,239	3.0%
Court Services Unit	236,037	234,920	282,483	284,279	1,796	0.6%
Celebrate Virginia South CDA	593,466	1,159,248	1,746,150	1,746,150	-	0.0%
Special Welfare Revenue Funds	25,030	31,033	25,000	35,000	10,000	40.0%

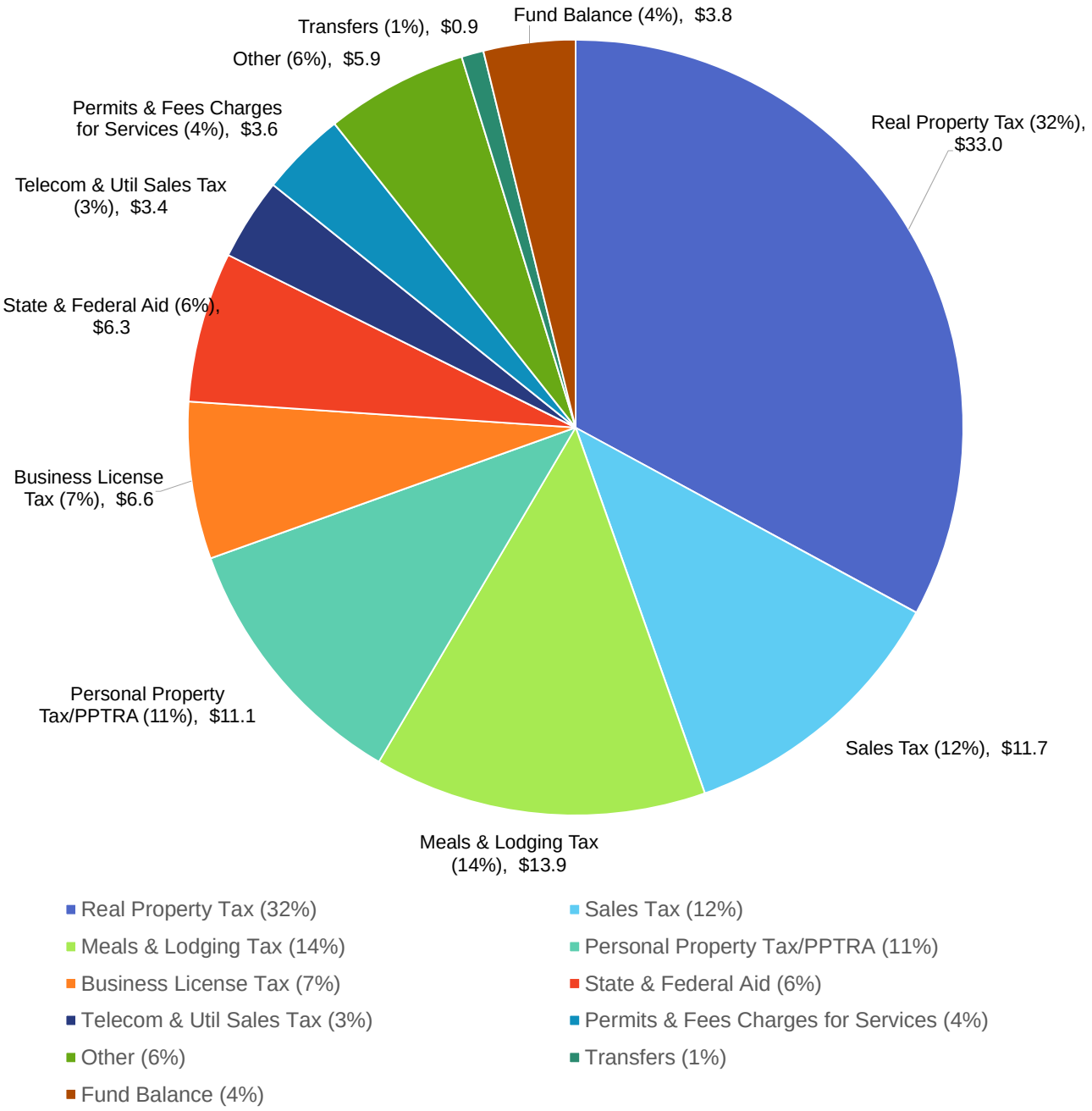
FY 2020 ADOPTED Budget - All Funds Summary

	Governmental Funds				Enterprise	Component Units		Trust Funds	Total
	General Fund	Special Revenue	Capital	Debt Service	Water, Sewer, Transit, Parking	Schools	Economic Development Authority	OPEB, Riparian Land	Total
Revenues									
Property Taxes	45,599,300	800,000							46,399,300
Other Local Taxes	38,496,000		370,000		730,000				39,596,000
Permits, Fees, Licenses	684,200	36,500	17,000						737,700
Fines & Forfeitures	394,500	35,500	2,000						432,000
Use of Money & Property	386,000	87,730	130,000		278,600			12,000	894,330
Charges for Services	2,880,900	25,500			15,544,729				18,451,129
Miscellaneous	171,000	100,500		280,860	113,400			27,400	693,160
School Revenues						22,385,120			
Recovered Cost	526,500	367,000	471,800		154,522				1,519,822
Intergovernmental - Commonwealth	6,247,600	4,834,178	4,087,000		4,087,000				19,255,778
Intergovernmental - Federal	30,000	3,281,316			3,092,973				6,404,289
Bond Proceeds			3,175,000						
Use of Fund Balance	3,828,000	674,450	564,000	153,884	4,688,353	429,000		5,982	10,343,669
TOTAL	**99,244,000**	**10,242,674**	**8,816,800**	**434,744**	**28,689,577**	**22,814,120**	**-**	**45,382**	**144,727,177**
Expenditures									
General Government Administration	8,451,048	30,000							8,481,048
Judicial Administration	5,069,929	283,856							5,353,785
Public Safety	23,115,169	210,241							23,325,410
Public Works	10,091,782	306,893							10,398,675
Health & Welfare	1,092,917	10,335,635							11,428,552
Education - Local Community College	34,291								34,291
Education - Schools						52,545,330			52,545,330
Parks, Recreation & Cultural	4,834,900	93,892							4,928,792
Community Development	2,065,024	1,170,157					154,650		3,389,831
Capital Projects			11,351,300		9,847,500	1,193,000			22,391,800
Debt Service				9,062,481					9,062,481
Nondepartmental	420,000	220,000	-	-	18,206,920	-	-	100,382	18,947,302
TOTAL	**55,175,060**	**12,650,674**	**11,351,300**	**9,062,481**	**28,054,420**	**53,738,330**	**154,650**	**100,382**	**170,287,297**
Other Financing Sources (Uses)									
Transfers In	930,000	2,708,000	2,534,500	8,627,737	3,301,300	31,224,210	154,650	55,000	49,535,397
Transfers Out	(44,998,940)	(300,000)	-	-	(3,936,457)	(300,000)	-	-	(49,535,397)
Total Other Financing Sources (Uses)	**(44,068,940)**	**2,408,000**	**2,534,500**	**8,627,737**	**(635,157)**	**30,924,210**	**154,650**	**55,000**	**-**

GENERAL FUND REVENUE SUMMARY

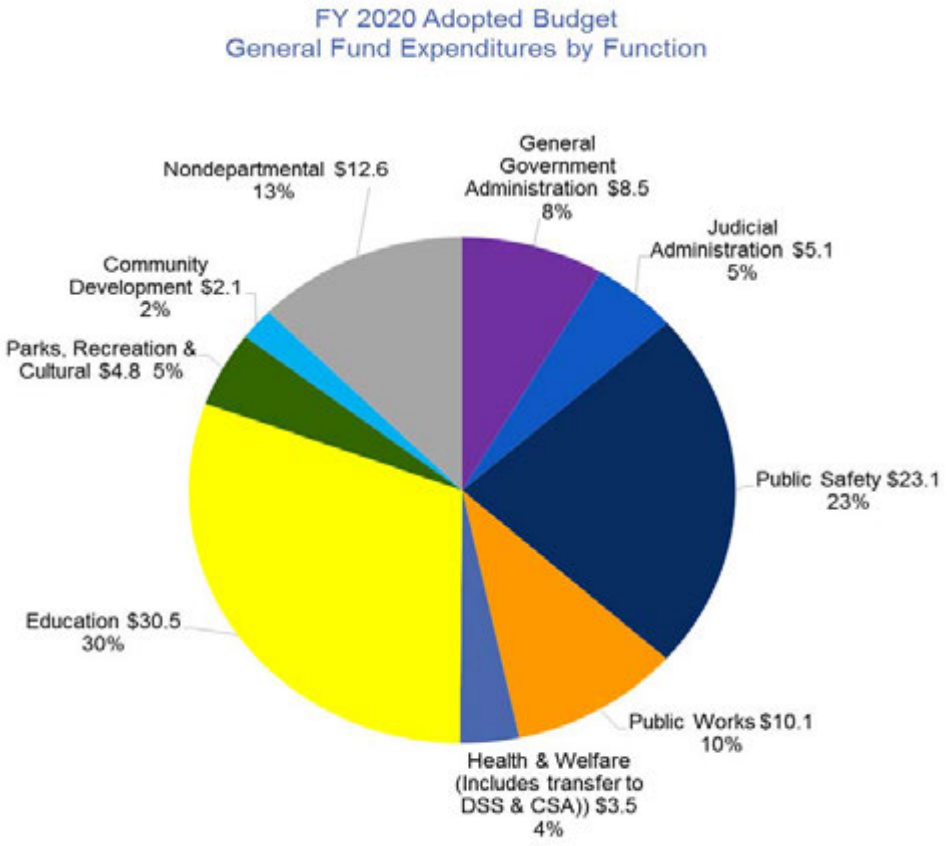
		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Variance FY20 - FY19	% Change FY20 -FY19
Real Property Tax	$ 29,172,523	$ 30,044,758	$ 31,257,752	$ 31,225,000	$ 32,970,000	$ 1,745,000	5.6%
Sales Tax	11,176,401	11,376,302	11,476,687	11,500,000	11,700,000	200,000	1.7%
Meals Tax	10,693,375	11,141,603	11,765,352	11,500,000	12,300,000	800,000	7.0%
Lodging Tax	1,432,190	1,524,371	1,565,938	1,600,000	1,600,000	-	0.0%
Personal Property Tax	8,502,227	8,622,738	8,815,216	8,775,000	9,350,000	575,000	6.6%
PPTRA	1,728,833	1,728,833	1,728,833	1,728,000	1,728,800	800	0.0%
Business License Tax	6,101,499	6,320,104	6,382,570	6,445,000	6,555,000	110,000	1.7%
Telecommunication Sales Tax	1,724,961	1,682,625	1,632,557	1,650,000	1,575,000	(75,000)	-4.5%
Consumer Utility Tax	1,810,911	1,808,256	1,834,078	1,800,000	1,850,000	50,000	2.8%
Charges for Services	2,589,270	2,595,981	2,690,687	2,743,400	2,880,900	137,500	5.0%
Permits & Fees	627,254	677,060	786,182	662,600	684,200	21,600	3.3%
State Revenues	5,792,146	5,833,166	6,035,208	6,018,100	6,247,600	229,500	3.8%
Federal Aid	41,555	89,337	97,082	30,000	30,000	-	0.0%
Other	5,694,488	5,752,568	6,735,216	5,517,900	5,944,500	426,600	7.7%
Transfers	613,500	613,500	900,000	900,000	930,000	30,000	3.3%
Fund Balance	-	-	-	3,955,000	3,828,000	(127,000)	-3.2%
Total		**$ 89,811,202**	**$ 93,703,359**	**$ 96,050,000**	**$ 100,174,000**	**$ 4,124,000**	**4.3%**

FY 2020 ADOPTED BUDGET
GENERAL FUND REVENUE SUMMARY
($ Millions)



FY 2020 ADOPTED Budget - General Fund Expenditure Summary by Function

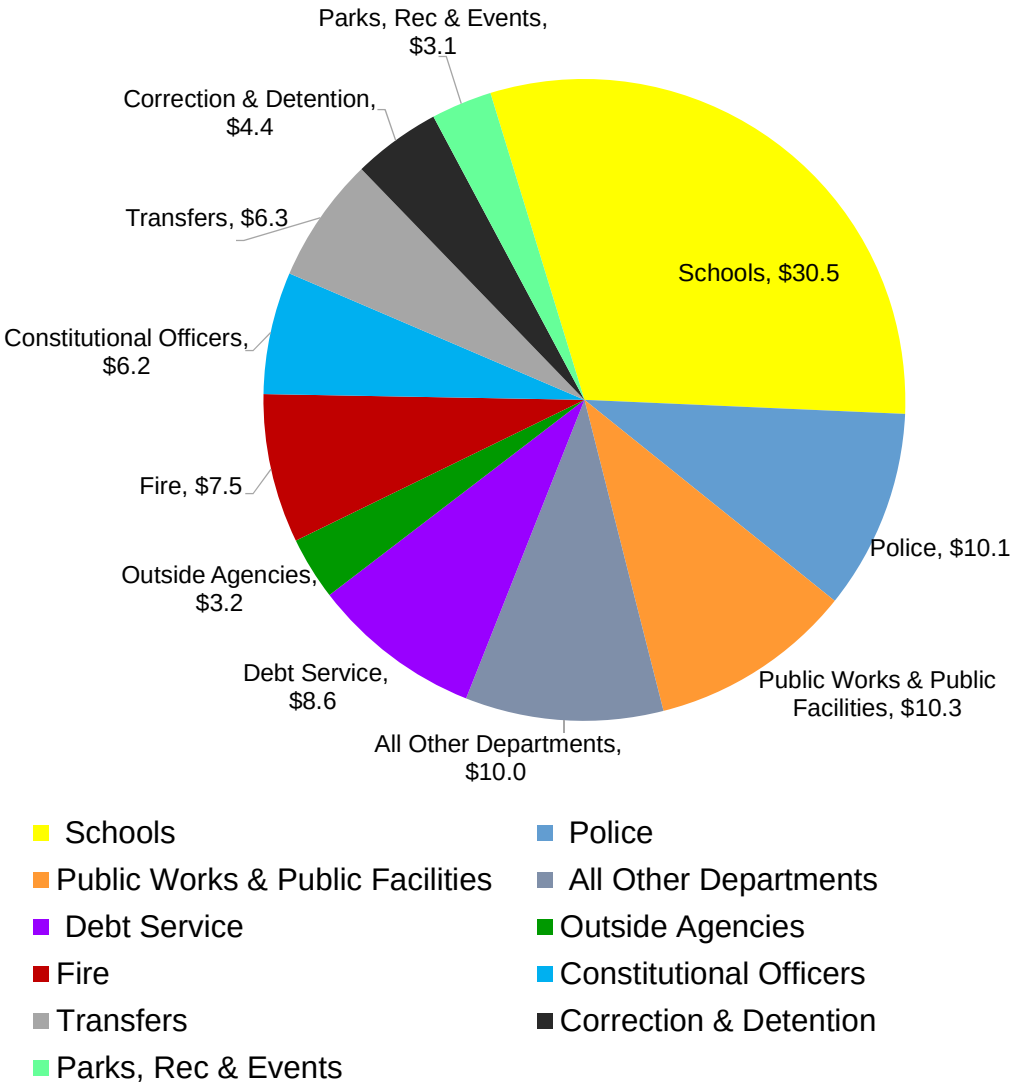
Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Adopted	FY20-FY19 Variance	% Change	% of Budget
General Government Administration	6,941,263	7,034,399	8,289,479	8,451,048	161,569	1.95%	8.44%
Judicial Administration	4,588,764	4,587,988	4,913,618	5,069,929	156,311	3.18%	5.06%
Public Safety	21,429,275	22,022,660	21,548,545	23,115,169	1,566,624	7.27%	23.08%
Public Works	10,584,543	8,957,197	9,555,108	10,091,782	536,674	5.62%	10.07%
Health & Welfare (Includes transfer to DSS & CSA))	2,756,124	2,850,676	2,948,420	3,492,917	544,497	18.47%	3.49%
Education	27,828,929	28,673,569	29,129,501	30,494,501	1,365,000	4.69%	30.44%
Parks, Recreation & Cultural	4,243,469	4,265,337	4,451,839	4,834,900	383,061	8.60%	4.83%
Community Development	1,893,430	1,931,298	2,131,269	2,065,024	(66,245)	-3.11%	2.06%
Nondepartmental	10,974,121	11,797,331	13,082,221	12,558,730	(523,491)	-4.00%	12.54%
TOTAL	**91,239,918**	**92,120,455**	**96,050,000**	**100,174,000**	**4,124,000**	**4.29%**	**100.00%**



FY 2020 Adopted Budget - General Fund Expenditure Summary by Department

Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20-FY19 Variance	% Change
City Council	238,847	236,955	248,010	237,710	(10,300)	-4.2%
City Manager	814,983	962,247	942,368	1,005,443	63,075	6.7%
Clerk of the Council	117,448	121,341	112,330	114,041	1,711	1.5%
Clerk of the Circuit Court	783,129	746,767	850,260	889,511	39,252	4.6%
Commissioner of the Revenue	972,241	854,649	1,069,234	1,084,444	15,210	1.4%
Commonwealth's Attorney	1,329,459	1,289,165	1,441,104	1,541,446	100,342	7.0%
Courts	185,486	157,244	206,510	203,523	(2,987)	-1.4%
Economic Development	953,236	969,633	1,036,278	1,005,539	(30,739)	-3.0%
Fire	6,510,680	6,908,055	7,123,954	7,525,983	402,029	5.6%
Finance	841,140	872,082	929,803	953,678	23,875	2.6%
General Assessment	4,288	-	275,000	-	(275,000)	-100.0%
HR	357,012	368,985	433,705	468,139	34,435	7.9%
Insurance	858,574	826,525	969,000	983,000	14,000	1.4%
IT	1,257,026	1,361,579	1,609,362	1,777,080	167,719	10.4%
Legal Services	337,615	346,275	380,169	384,557	4,388	1.2%
Planning	680,458	658,121	759,490	721,149	(38,341)	-5.0%
Building	754,093	753,389	805,787	853,934	48,147	6.0%
ARB/BZA	19,895	230	5,200	5,200	-	0.0%
Parks, Recreation & Events	2,681,776	2,716,448	2,849,643	3,077,340	227,697	8.0%
Police	9,331,332	9,407,351	9,824,304	10,092,363	268,059	2.7%
Public Facilities	2,245,767	2,517,799	2,871,731	2,960,374	88,643	3.1%
Public Information				93,212	93,212	--
Public Works	8,341,703	6,644,835	6,895,008	7,335,558	440,550	6.4%
Safety	105,873	102,526	129,390	115,755	(13,635)	-10.5%
Sheriff	2,182,350	2,280,742	2,299,266	2,317,175	17,909	0.8%
Transportation Division	81,213	145,079	157,292	157,470	179	0.1%
Treasurer	767,893	767,485	883,973	900,217	16,244	1.8%
Voter Registrar	268,323	213,750	307,136	333,772	26,636	8.7%
Schools	27,760,210	28,605,210	29,060,210	30,460,210	1,400,000	4.8%
Correction & Detention	4,576,070	4,696,765	4,192,000	4,434,471	242,471	5.8%
Outside Agencies	3,164,971	2,986,617	3,025,263	3,182,974	157,711	5.2%
OPEB	75,000	-	-	-	-	--
Debt Service	7,319,846	8,150,203	8,273,000	8,622,580	349,580	4.2%
Transfers	5,321,981	5,452,403	6,084,221	6,336,150	251,929	4.1%
TOTAL	**91,239,918**	**92,120,455**	**96,050,000**	**100,174,000**	**4,124,000**	**4.3%**

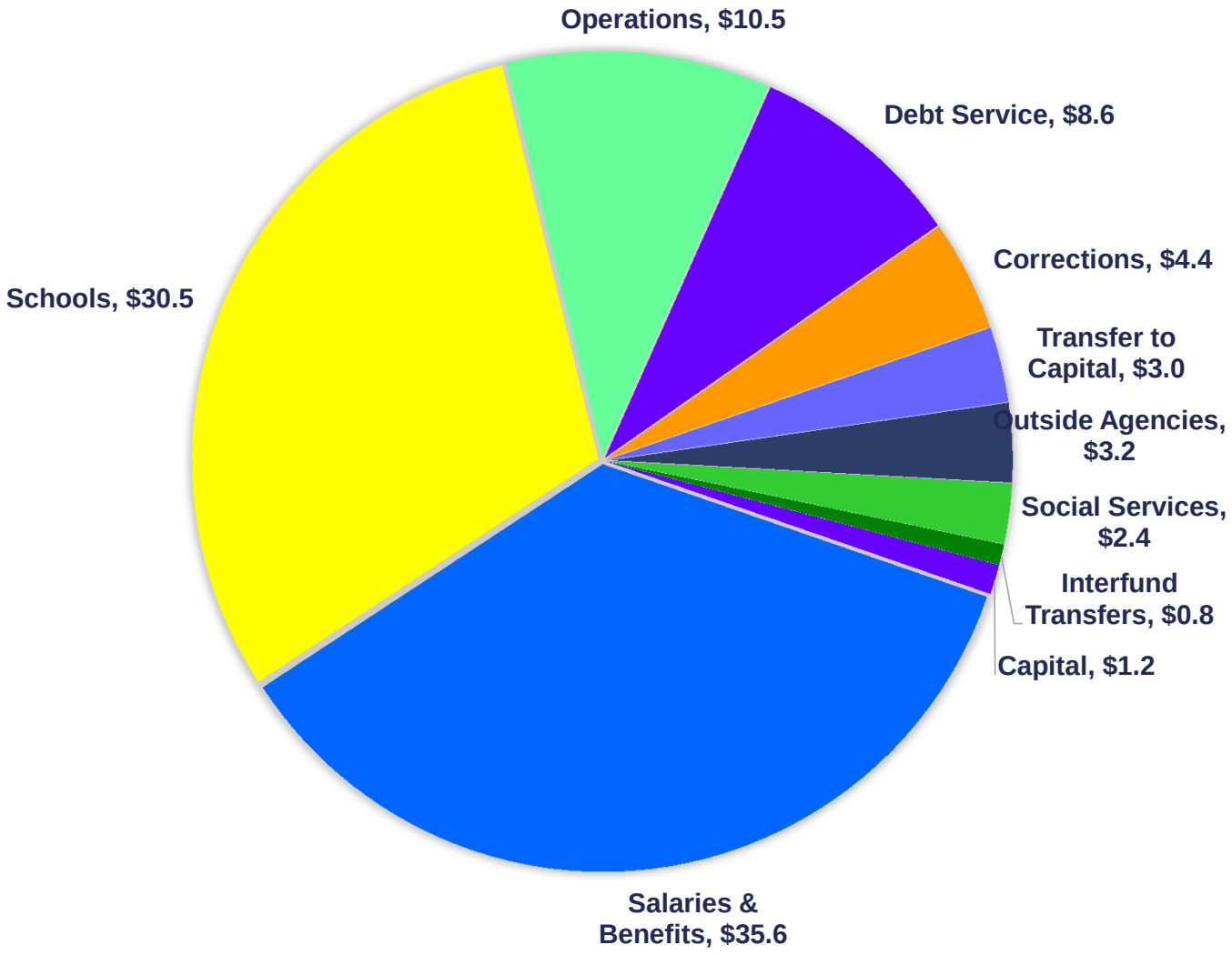
FY 2020 Adopted Budget
General Fund Expenditures by Department



FY 2020 Adopted Budget - General Fund Expenditure Summary by Category

Department	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20-FY19 Variance	% Change
Salaries & Wages	22,042,662	21,695,569	22,717,744	23,411,791	24,480,898	1,069,107	4.6%
Fringe Benefits	10,803,377	10,653,632	9,667,663	10,918,745	11,080,251	161,506	1.5%
Dues & Membership	55,648	53,268	50,343	62,430	60,345	(2,085)	-3.3%
Joint Operations	223,501	1,397,134	273,615	302,000	357,000	55,000	18.2%
Materials & Supplies	1,748,979	1,764,678	1,814,039	2,014,188	2,085,255	71,067	3.5%
Other Non-Personal	156,786	158,661	155,538	173,820	169,020	(4,800)	-2.8%
Purchased Services	3,945,301	3,547,864	3,902,296	4,747,291	4,787,540	40,249	0.8%
Travel & Training	221,810	208,504	292,010	278,770	310,270	31,500	11.3%
Utilities, Comm., Rentals, Etc.	2,395,409	2,515,074	2,530,239	2,788,509	2,744,627	(43,882)	-1.6%
Correction & Detention	4,371,923	4,576,070	4,696,765	4,192,000	4,434,471	242,471	5.8%
Outside Agencies	2,957,864	3,164,971	2,986,617	3,025,263	3,182,974	157,711	5.2%
Interfund Transfers - DSS CSA	1,832,640	1,742,706	1,805,275	1,880,000	2,400,000	520,000	27.7%
Transfer to Capital	3,007,000	2,947,650	3,036,916	3,180,000	2,998,500	(181,500)	-5.7%
Interfund Transfers - Other	562,104	631,625	610,212	984,221	817,650	(166,571)	-16.9%
Transfer to Schools	27,610,210	27,760,210	28,605,210	29,060,210	30,460,210	1,400,000	4.8%
Transfer to Debt Service	7,108,076	7,319,846	8,150,203	8,273,000	8,622,580	349,580	4.2%
Capital Outlay	1,419,115	1,102,457	825,770	757,762	1,182,409	424,647	56.0%
TOTAL	**90,462,407**	**91,239,918**	**92,120,455**	**96,050,000**	**100,174,000**	**4,124,000**	**4.3%**

FY 2020 ADOPTED BUDGET
GENERAL FUND EXPENDITURES BY CATEGORY
($MILLIONS)



35.7% Salaries & Benefits	30.3% Schools
10.8% Operations	8.6% Debt Service
4.4% Corrections	3.3% Transfer to Capital
3.1% Outside Agencies	2.0% Social Services
1.0% Interfund Transfers	0.8% Capital

GENERAL FUND REVENUE DISCUSSION & ANALYSIS

The following Discussion and Analysis will highlight some of the major developments for certain revenue sources in the General Fund. The FY 2020 General Fund forecast for all sources, including revenue and use of fund balance, is $100,174,000. This represents a 4.3%% increase over the FY 2019 original adopted budget of $96,050,000.

The City's base revenues, excluding the use of fund balance, are forecasted to be $96,346,000, an increase of 4.6% over the prior year's original budget forecast of $92,095,000. This includes a real estate tax increase. Overall revenue growth for the City is forecasted to be strong. The overall revenue growth, less the use of fund balance and the recommended increase in the real estate tax, is an increase of $2,651,000, or 2.9%.

Real Estate Taxes

The City's largest revenue source is the real property tax. The FY 2020 Adopted Budget includes a real estate tax rate of 85 cents per $100 of valuation, which is a five cent increase over the FY 2019 rate of $0.80. The increase is a four cent real estate property tax increase for general government and school purposes and a one cent increase for stormwater. The current rate, which was unchanged in from FY 2018 to FY 2019, is 79 cents per $100 of valuation. An additional 1 cent per $100 of real estate value is levied for stormwater purposes.

The revenue from the 83 cent General Fund levy is forecasted to generate $32.5 million. This is an increase of 4.1% or $1,300,000 increase over FY 2019. Preliminary estimates for FY 2019 show revenues are on par or slightly head of the FY 2019 budget forecast. In the stormwater fund, the 2 cent levy is forecasted to generate $800,000 which is double the levy in FY 2019.

Property Tax Rates				
Fiscal Year	General Government	Storm-water	Total	
2016	$ 0.82		$ 0.82	
2017	$ 0.77		$ 0.77	Reassessment
2018	$ 0.79	$ 0.01	$ 0.80	
2019	$ 0.79	$ 0.01	$ 0.80	
2020	$ 0.83	$ 0.02	$ 0.85	Adopted

Real property in the City is reassessed on a four-year cycle. The last reassessment was effective July 1, 2016 for FY 2017. The reassessment began in FY 2019 and will continuing through FY 2020. The new property values will be used to set the property tax rate effective July 1, 2020 for FY 2021. The corresponding table is a history of the City's property tax rates.

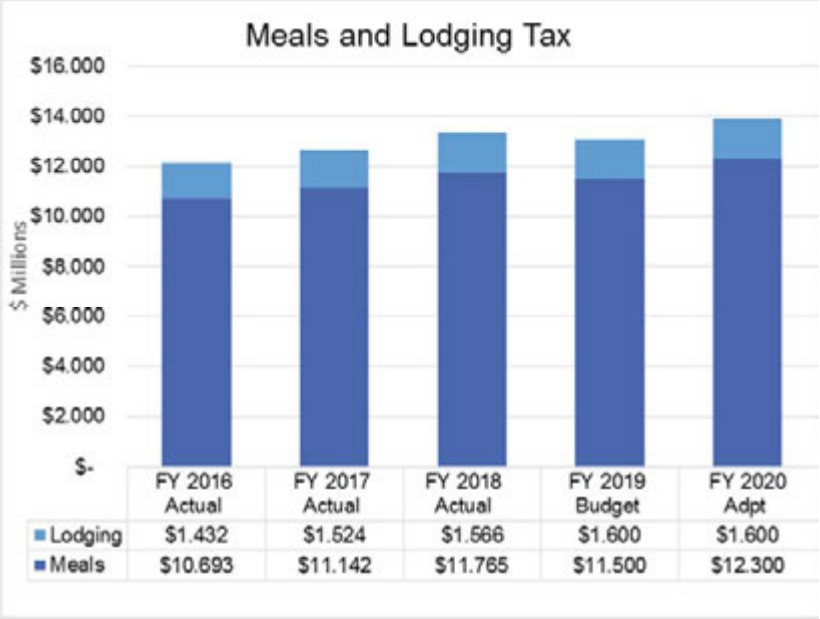
Sales Taxes

The Commonwealth of Virginia allows a local option sales tax of 1%, which is collected along with the state sales tax of 4.3% and remitted to the localities by the State Department of Taxation, based upon the location of the sale. Sales taxes, meals taxes, and BPOL taxes all fluctuate with the City's economic conditions.

The City's sales tax collections are growing at a slow rate after declining for several years. The FY 2020 budget forecast of $11.70 million is a modest increase of 1.7% over the FY 2019 budget and a 2.0% increase over FY 2018 actual collections.

Meals and Lodging Tax

Tax collections for the City's meals tax and lodging tax have been strong over the past few years. Both the meals tax and the lodging tax are set at 6% in the City, and the FY 2020 Adopted Budget maintains these rates. The City is fortunate to have a strong base of hotels. The City also has a successful restaurant community that meets high demand from both residents and visitors. In the five year period from FY14 to FY18, meals tax increased by $2 million or 20% and lodging tax increased by $374,000 or 33%. The trend in meals tax collections is expected to continue in the near future.



Meals Tax collections are budgeted at $12.3 million in FY 2020, an increase of $800,000 or 7.0% over the FY 2019 budget. The lodging tax estimate for FY 2020 is $1.6 million which is equal to FY 2019. Preliminary revenues estimates for FY 2019 show strong collections for meal tax revenues and lodging revenues slightly below the budget forecast.

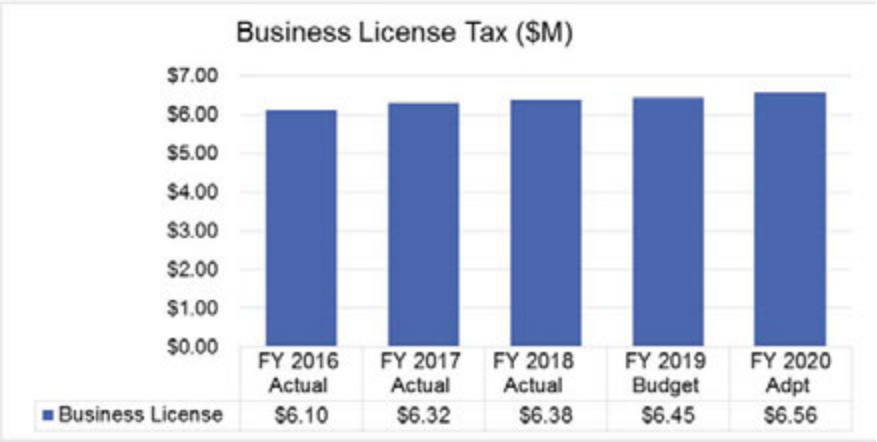
Personal Property

Tangible personal property, such as cars, trucks, trailers, and boats, are subject to the City's

personal property tax. Unlike the real estate tax, personal property taxes are assessed and billed on a calendar year basis. The tax rate remains the same for FY 2020 at $3.40 per $100 in assessed value. Personal Property is forecasted to be $9.4 million, a 6.6% increase over the FY 2019 budgeted forecast.

Business License Tax

Businesses operating in the City are required to obtain a business license. This license must be renewed every year. The business license tax is based on the gross receipts in the prior calendar year. The vast majority of revenues are received in March. FY 2019 year to date collections are slightly higher than the budget forecast.



Revenues from this source fluctuate from year to year based on business activity. However, the recent trend, based on actual revenues, has been positive. The FY 2020 budget forecast of $6.56 million is a 1.7% increase over the FY 2019 budget.

Refuse Collection Fees

The budget forecast for refuse collection fees for FY 2020 is $1,100,000, which represents an increase of 9.1% over the FY 2019 forecast of $1,100,000. This forecast includes a 10% solid waste fee increase to help meet increases in costs for this program. The FY 2019 revenue collections will be below revenue forecasts due to a change in the billing cycle related to the implementation of the financial enterprise software system.

$Million	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Refuse Collection Fees	$0.99	$1.00	$1.02	$1.10	$1.20

Community Planning & Building Fees

The Adopted Budget for FY 2020 includes some slight variations in certain categories of Community Planning and Building Fees. If approved these adjustments will be effective July 1, 2019. In FY 2018, the City implemented development review fee increases in several categories, including subdivision review, special use permits, site plan review permits, and a variety of other development review fees. These revenues may vary significantly from year to year based upon the amount of construction activity and the size and scope of development proposals that are brought for review. The increase in the building permit fee is estimated to generate $465,000, a $15,000 or 3.33% increase over FY 2019.

Intergovernmental Revenues

The intergovernmental revenues for the General Fund consist almost exclusively of state-shared rather than federal revenues. The City obtains budget estimates for some revenue forecasts from the state – for example, for the law enforcement assistance funds commonly known as the “HB 599” funds. In addition, the City also forecasts street maintenance

payments based upon a combination of historical trends and additions to the lane mileage for new streets or roads. Street Maintenance payments constitute the largest source of intergovernmental revenue in the General Fund, as the Virginia Department of Transportation shares maintenance funds with the City for the maintenance of streets and roads on a per-lane mile basis.

The City also receives state funds to support costs for the City's constitutional officers, which perform duties both for the City and for the State. The City's constitutional officers include the Commissioner of the Revenue, the Treasurer, the Commonwealth's Attorney, the Sheriff, and the Clerk of the Circuit Court. For the purposes of this estimate, the Voter Registrar is also included. The FY2020 Budget forecasts State revenues at $6.2 million, an increase of $229,500 or 3.8% over the FY 2019 Budget.

Transfers from Other Funds

The revenues in the FY 2020 Adopted Budget include the transfers from other funds to the General Fund totaling $930,000. A transfer of $315,000 from the Water Utility Fund and $315,000 from the Wastewater Utility Fund are related to overhead. In addition there is a $300,000 transfer from the Schools to support debt service on the bonds issued for the Walker Grant Center. FY 2020 is the third of five years that this transfer will occur.

ANALYSIS OF FUND BALANCE USE IN THE GENERAL FUND

The FY 2020 Adopted Budget, includes the use of $3,828,000 of fund balance. The City commits certain funds at the end of the fiscal year for future capital projects, as shown in the chart below. The FY 2020 Adopted Budget includes $2,723,000 of fund balance assigned for capital and $635,000 of fund balance assigned for detention stabilization. The remaining $470,000 of budgeted fund balance is unassigned. The unassigned balance will be used to partially fund the $500,000 included in the budget as contingency. This use is within the City's financial policies for the use of fund balance. The use of unassigned fund balance decreased by $305,000 or 39%.

The City's total General Fund Balance at the close of FY 2018 was $24,275,393. The fund balance consists of five categories: Non-spendable, Restricted, Committed, Assigned, and Unassigned.

General Fund Balance FY 2018 Year End		
Category	FY 2017	FY 2018
Non-spendable	$427,347	$349,361
Restricted	$100,466	$0
Committed		
Future Capital Projects	$6,198,550	$5,188,550
School Capital Projects		$1,000,000
Other Committed	$698,652	$1,026,207
Subtotal: Committed	$6,897,202	$7,214,757
Assigned		
Detention Stabilization	$976,619	$976,619
Other Assigned	$19,653	
Economic Development		$150,000
OPEB Trust Contribution	$ 0	$ 200,000
Subtotal: Assigned	$996,272	$1,326,619
Unassigned	$15,854,106	$16,944,452
Total General Fund Balance	**$24,275,393**	**$25,835,189**

The City appropriated the $200,000 assigned for OPEB Trust Contribution mid-year in FY 2019 for a $200,000 payment to the Other Post-Employment Benefits (OPEB) Trust.

The level of Unassigned Fund Balance in the General Fund will remain compliant with the Council's current policy target of 12% of the prior year revenues in FY 2019 and FY 2020. If the City Council raised the target to 15% of the prior year revenues, the level of Unassigned Fund Balance in the FY 2020 Recommended Budget would still be compliant with the new target.

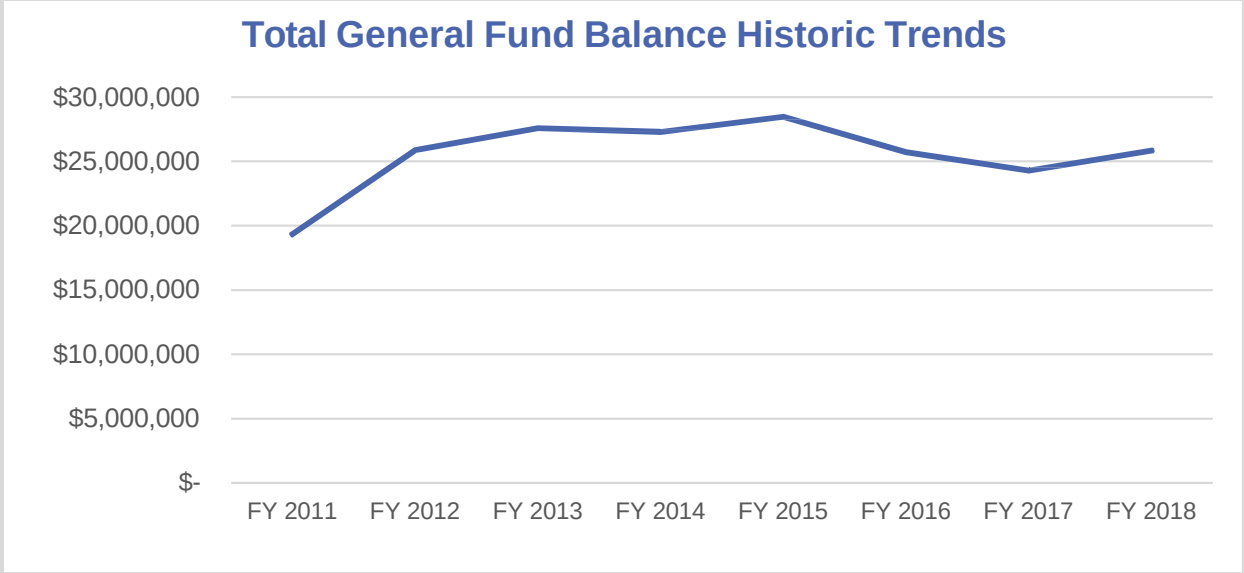
Total Use of Fund Balance

The City has drawn on fund balance reserves in the past several years, primarily to fund one-time capital projects, plus a one-time contribution to establish a trust fund for Other Post-

Employment Benefits in FY 2016. Historically, the City uses less fund balance at the close of the fiscal year than planned for in the budget. Nevertheless, staff and Council will need to carefully monitor theuse of fund balance in the upcoming fiscal years to ensure sufficient balances are available to meet operational and capital needs, and to fund the planned cash-funded capital maintenance and improvement projects for the next several years.

Actual Use of General Fund Balance

	Total Sources	Total Uses	Change in Fund Balance	Total General Fund Balance
FY 2014	$81,043,840	$81,244,910	($201,070)	$27,285,105
FY 2015	$85,408,565	$84,555,654	$852,911	$28,471,009
FY 2016	$87,700,184	$90,466,738	($2,766,554)	$25,704,455
FY 2017	$89,810,850	$91,239,912	($1,429,062)	$24,275,393
FY 2018	$92,766,946	$91,207,150	$1,559,796	$25,835,189



CITY · OF · FREDERICKSBURG · VIRGINIA ·
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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. Office responsibilities include document preparation and review, legislative services, and legal advice.

Document Preparation and Review: The office helps the City Council, the City Manager and City 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 2020 Goal

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

Fiscal Year 2020 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.

C-PACE

The City of Fredericksburg became the second jurisdiction in Virginia to adopt a C-PACE ordinance. "C-PACE" stands for Commercial Property Assessed Clean Energy Financing. C-PACE programs been used successfully in other states to incorporate energy efficiency and water use efficiency in plans for new construction and for the renovation of existing buildings. More information is available on the City's website.
http://www.fredericksburgva.com/286/C-PACE-Program

GREEN, CLEAN ENVIRONMENT

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 2020 Goal

- Provide legislative services to City Council and City staff.

Fiscal Year 2020 Objectives

- Develop and support City Council initiatives through the General Assembly.
- Maintain and update the City Code.

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 2020 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 2020 Objectives

- Handle civil litigation and administrative proceedings in-house when appropriate while coordinating effective representation by outside counsel as well.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Recom - FY19 Adopted	FY20 Rec - FY19 Adpt %
Salaries & Wages	216,748	233,330	232,900	239,520	6,620	2.8%
Fringe Benefits	73,635	67,257	80,049	78,337	(1,712)	-2.1%
Purchased Services	29,653	25,582	45,000	45,000	-	0.0%
Util, Comm, Rentals, Etc.	1,034	851	900	910	10	1.1%
Travel & Training	3,186	3,563	4,110	4,110	-	0.0%
Other Non-Personal	163	266	500	400	(100)	-20.0%
Dues & Memberships	1,835	1,504	1,835	1,835	-	0.0%
Materials & Supplies	10,272	13,922	14,875	14,445	(430)	-2.9%
Capital Outlay	1,089	-	-	-	-	--
Total Expenditures	**$ 337,615**	**$ 346,275**	**$ 380,169**	**$ 384,557**	**$ 4,388**	**1.2%**
Full - Time Positions	**2**	**2**	**2**	**2**		
Seasonal - Interns	**2**	**2**	**2**	**2**		

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 2036. The Vision for Our City's Bright Future

Enhanced Parks, More Trails.

An Employment Epicenter.

Distinct Neighborhoods.

A Strong Respect for Our History.

Excellent Education and Training Options.

Cultural Vibrancy and Diversity.

Advanced Technology.

Forward-Thinking Transportation Solutions.

Fiscal Year 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	85,327	85,000	86,000	86,000	-	0.0%
Fringe Benefits	48,576	40,566	45,510	28,110	(17,400)	-38.2%
Purchased Services	78,632	83,008	89,500	91,500	2,000	2.2%
Util, Comm, Rentals, Etc.	2,237	2,675	2,300	2,800	500	21.7%
Travel & Training	9,575	12,298	8,200	13,500	5,300	64.6%
Dues & Memberships	13,818	12,736	14,200	14,000	(200)	-1.4%
Materials & Supplies	682	672	2,300	1,800	(500)	-21.7%
Total Expenditures	**$ 238,847**	**$ 236,955**	**$ 248,010**	**$ 237,710**	**$ (10,300)**	**-4.2%**

Significant Program Highlights

- The decrease in the budget to due to saving in health insurance.

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 2020 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 2020 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 2020 Goals

- Prepare the City Manager's Recommendations for the FY 2021 Operating and Capital Budgets and the upcoming six-year capital improvements plan.
- Prepare the documents for FY 2021 budget.

Fiscal Year 2020 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

City Manager

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	501,909	614,718	614,900	653,280	38,380	6.2%
Fringe Benefits	233,470	268,138	240,017	258,513	18,496	7.7%
Purchased Services	33,562	35,081	38,000	44,700	6,700	17.6%
Util, Comm, Rentals, Etc.	11,799	16,263	12,700	12,200	(500)	-3.9%
Travel & Training	24,222	19,207	27,500	27,500	-	0.0%
Other Non-Personal	-	-	-	-	-	--
Dues & Memberships	3,631	3,235	5,000	5,000	-	0.0%
Materials & Supplies	5,193	5,605	4,250	4,250	-	0.0%
Capital Outlay	1,197	-	-	-	-	--
Total Expenditures	**$ 814,983**	**$ 962,247**	**$ 942,367**	**$ 1,005,443**	**$ 63,076**	**6.7%**
Full - Time Positions	4	5	5	6		
Part - Time Positions	1	1	1	0		

Significant Program Highlights

- During FY 2019 a full-time position in Planning was shifted to the City Manager's Office. This positon also serves as the Mayor's assistant. The part-time administrative position in the City Manager's Office shifted to Planning.
- The increase in the Fringe Benefits is related to compensation.

GENERAL FUND - CITY MANAGER'S OFFICE

PUBLIC INFORMATION OFFICER

During FY 2019, the City established the Public Information Officer position to create and manages public relations campaigns for the City, manages the City's social media accounts and creates interactive and engaging content for each platform.

FXBG

Fiscal Year 2020 Goal

- Complete the branding strategy **(City Council Priority)**
- Keep the City Council and community current on news and events impacting the City

- **Fiscal Year 2020 Objectives**
  - Lead and direct the branding strategy discussions
  - Assist in the implementation of the branding strategy finding
  - Create and distribute material for public information, citizen services, the media and community relations

Performance Measure

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	-	-	-	61,570	61,570	--
Fringe Benefits	-	-	-	26,492	26,492	--
Purchased Services	-	-	-	1,500	1,500	--
Util, Comm, Rentals, Etc.	-	-	-	1,000	1,000	--
Travel & Training	-	-	-	1,250	1,250	--
Materials & Supplies	-	-	-	500	500	--
Capital Outlay	-	-	-	900	900	--
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 93,212**	**$ 93,212**	**--**
Full - Time Positions				**1**		

Significant Program Highlights

- This is the first year of funding for the Public Information Office.

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 2020 Goal

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

Fiscal Year 2020 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 2014	CY 2015	CY 2016	CY 2017	CY 2018
Resolutions	99	101	111	105	109
Ordinances	29	33	29	33	24
City Council Meetings	24	23	23	24	25
Work Session Meetings	21	22	30	35	30

	CY 2015	CY 2016	CY 2017	CY 2018
FOIA Requests	12	18	26	53

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	61,562	63,371	64,400	66,340	1,940	3.0%
Fringe Benefits	44,703	42,955	30,130	30,001	(129)	-0.4%
Purchased Services	6,329	9,192	10,800	10,800	-	0.0%
Util, Comm, Rentals, Etc.	2,119	1,992	2,200	2,200	-	0.0%
Travel & Training	1,626	2,986	2,750	3,250	500	18.2%
Other Non-Personal	-	-	-	-	-	--
Dues & Memberships	200	35	250	250	-	0.0%
Materials & Supplies	909	810	1,000	1,200	200	20.0%
Capital Outlay	-	-	800	-	(800)	-100.0%
Total Expenditures	**$ 117,448**	**$ 121,341**	**$ 112,330**	**$ 114,041**	**$ 1,711**	**1.5%**
Full - Time Positions	**1**	**1**	**1**	**1**		

Significant Program Highlights

- No significant program changes in FY 2020.
- The FY2019 budget request included 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 2020 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 2020 Objectives

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

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	466,094	499,975	523,000	541,650	18,650	3.6%
Fringe Benefits	263,882	203,577	250,200	270,801	20,601	8.2%
Purchased Services	22,618	28,832	40,500	40,500	-	0.0%
Util, Comm, Rentals, Etc.	17,745	6,989	19,800	19,800	-	0.0%
Travel & Training	1,590	1,344	1,665	1,665	-	0.0%
Dues & Memberships	345	-	595	595	-	0.0%
Materials & Supplies	10,855	6,050	14,500	14,500	-	0.0%
Capital Outlay	-	-	-	-	-	--
Total Expenditures	**$ 783,129**	**$ 746,767**	**$ 850,260**	**$ 889,511**	**$ 39,251**	**4.6%**
Revenues						
Compensation Board	$ 323,366	$ 334,734	$ 345,000	$ 0	$ -	$ -
Total Revenue	**$ 323,366**	**$ 334,734**	**$ 345,000**	**$ 0**	**$ -**	**$ -**
Percent Recovery	**41.29%**	**44.82%**	**40.58%**	**0.00%**	**0.00%**	**-0.06%**
Full - Time Positions	**10**	**10**	**10**	**10**		
Part - Time Positions	**2**	**2**	**2**	**2**		

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 2017 and $12,592 FY 2018.
- The increase in Salaries & Wages includes mid-year salary adjustments.
- The increase 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 2020 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 2020 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 Actual	FY 2019 Estimated	FY 2020 Projected
Building Permits	1,683	1,700	1,556	1,700	1,600
Transfers	1,015	1,080	869	844	800
Land Parcels	8,325	8,441	8,455	8,800	8,500
Reassessment / New Construction	534	8,750*	443	250	8,900*

** 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 2020 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 2020 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 accounts, 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

Personal Property Tax	FY2016 Actual	FY 2017 Estimate	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Vehicles assessed	27,844	27,755	27,145	27,000	27,000
Bus PP/M & T	3,510	3,237	3,259	3,300	3,300

Business License Tax	2016 Actual	2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Business Licenses	3,671	3,114	3,055	3,100	3,100
Landlord Licenses	1,541	1,382	1,418	1,418	1,375

Excise Tax	2016 Actual	2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Excise Tax Accounts	451	466	470	480	480

Audit Program: The audit program is currently on hold.

Budget Summaries

Office of the Commissioner of the Revenue

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	607,114	597,982	679,200	698,220	19,020	2.8%
Fringe Benefits	282,334	183,609	305,189	302,779	(2,410)	-0.8%
Purchased Services	50,056	50,642	54,500	54,500	-	0.0%
Util, Comm, Rentals, Etc.	13,679	11,677	14,045	14,045	-	0.0%
Travel & Training	4,048	3,978	5,700	5,700	-	0.0%
Dues & Memberships	1,914	1,431	2,000	2,000	-	0.0%
Materials & Supplies	6,321	5,330	7,200	7,200	-	0.0%
Capital Outlay	6,775	-	1,400	-	(1,400)	-100.0%
Total Expenditures	**$ 972,241**	**$ 854,649**	**$ 1,069,234**	**$ 1,084,444**	**$ 15,210**	**1.4%**
Revenues						
Compensation Board	136,940	139,477	140,000	0	61	0.0%
Total Revenue	**$ 136,940**	**$ 139,477**	**$ 140,000**	**$ 0**	**$ 61**	**0.0%**
Percent Recovery	14.08%	16.32%	13.09%	0.00%		-5.25%
Full - Time Positions	**11**	**11**	**11**	**11**		
Part - Time Positions	**2**	**2**	**3**	**3**		

Board of Real Estate Assessors

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	100	-	275,000	-	(275,000)	-100.0%
Total Expenditures	**$ 100**	**$ -**	**$ 275,000**	**$ -**	**$ (275,000)**	**-100.0%**

Equalization Board

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	2,400	-	-	-	-	---
Fringe Benefits	2	-	-	-	-	---
Purchased Services	1,786	-	-	-	-	---
Total Expenditures	**$ 4,188**	**$ -**	**$ -**	**$ -**	**$ -**	**---**

Significant Program Highlights

- The Adopted Budget continues the increase 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 next assessment will be effective July 1, 2020 for FY 2021.

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; and 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
- Intern/Fellowship Recruitment

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 2020 Goals

- Our priority for FY20 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. In addition, the Virginia Supreme Court has promulgated new discovery rules, effective July 1, 2019, which will require many more man-hours per attorney in providing material and additional court hearings. 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.
- Complete the scanning project to digitize all archived file.

Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	910,979	906,707	983,308	1,082,698	99,390	10.1%
Fringe Benefits	358,360	332,950	386,296	405,798	19,502	5.0%
Purchased Services	1,073	452	1,350	1,350	-	0.0%
Util, Comm, Rentals, Etc.	12,030	10,742	13,600	14,200	600	4.4%
Travel & Training	17,013	16,573	11,850	14,700	2,850	24.1%
Dues & Memberships	7,963	4,460	6,700	6,700	-	0.0%
Materials & Supplies	22,041	18,026	16,000	16,000	-	0.0%
Capital Outlay	-	(745)	22,000	-	(22,000)	-100.0%
Total Expenditures	**$ 1,329,459**	**$ 1,289,165**	**$ 1,441,104**	**$ 1,541,446**	**$ 100,342**	**7.0%**
Revenues						
Commonwealth Attorney Fees	10,075	9,690	8,500	9,000	500	5.9%
State Revenues	629,758	645,801	645,000	665,900	20,900	3.2%
Total Revenue	**$ 639,833**	**$ 655,491**	**$ 653,500**	**$ 674,900**	**$ 21,400**	**3.3%**
Percent Recovery	**48.13%**	**50.85%**	**45.35%**	**43.78%**		
Full - Time Positions						
General Fund	**13**	**13**	**13**	**14**		
City Grants Fund	**3**	**3**	**3**	**3**		
Part - Time Positions						
General Fund	**1**	**1**	**1**	**1**		

Significant Program Highlights

- The FY 2020 Adopted Budget includes funding for an additional Assistant Commonwealth's Attorney. New discovery rules effective July 1, 2019 and the additional workload created by the review and analysis of video of police body-worn cameras justify this new position. The Commonwealth's Attorney is seeking approval for the position from the State Compensation Board.
- FY 2019 included a capital outlay 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

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.

The Juvenile and Domestic Relations Court

Performance Measures

Case Load Statistics of Fredericksburg Courts

Filings	CY 2015	CY 2016	CY 2017	CY 2018
Circuit Court				
Civil	784	1,068	1,000	977
Criminal	2,233	2,337	2,313	2,457
Other	283	299	564	919
Total	3,300	3,704	3,877	4,353

Filings	CY 2015	CY 2016	CY 2017	CY 2018
General District Court				
Criminal	3,041	2,636	3,111	2,781
Traffic	5,003	3,920	4,844	6,141
Civil	18,071	18,608	22,820	18,106
Total	26,115	25,164	30,775	27,028
J&DR Court				
Adult	1,115	1,056	1,629	1,560
Juvenile	1,395	1,423	1,388	1,306
Total	2,510	2,479	3,017	2,866

Source: http://www.courts.state.va.us/courtadmin/aoc/judpln/csi/home.html

Budget Summaries

Circuit Court

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	71,206	70,477	71,900	73,323	1,423	2.0%
Fringe Benefits	24,684	15,237	22,950	23,340	390	1.7%
Purchased Services	6,250	3,125	8,100	8,400	300	3.7%
Util, Comm, Rentals, Etc.	3,778	4,196	4,900	4,800	(100)	-2.0%
Travel & Training	-	(273)	-	-	-	--
Materials & Supplies	2,530	1,545	2,500	2,500	-	0.0%
Capital Outlay	-		-	-	-	---
Total Expenditures	**$ 108,448**	**$ 94,307**	**$ 110,350**	**$ 112,363**	**$ 2,013**	**1.8%**
Full - Time Positions	**1**	**1**	**1**	**1**		

General District Court

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	2,258	2,737	7,100	7,100	-	0.0%
Util, Comm, Rentals, Etc.	10,053	11,446	15,200	14,200	(1,000)	-6.6%
Travel & Training	497	1,891	2,000	2,000	-	0.0%
Materials & Supplies	5,296	4,575	4,400	4,400	-	0.0%
Capital Outlay	-		-	-	-	---
Total Expenditures	**$ 18,104**	**$ 20,649**	**$ 28,700**	**$ 27,700**	**$ (1,000)**	**-3.5%**

Juvenile and Domestic Relations (J&DR) Court

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	1,706	1,399	2,160	2,160	-	0.0%
Util, Comm, Rentals, Etc.	9,136	6,807	10,800	10,800	-	0.0%
Travel & Training	811	-	2,000	2,000	-	0.0%
Dues & Memberships	50	110	600	600	-	0.0%
Materials & Supplies	3,882	2,163	4,900	4,900	-	0.0%
Capital Outlay	138	-	-	-	-	--
Total Expenditures	**$ 15,723**	**$ 10,479**	**$ 20,460**	**$ 20,460**	**$ -**	**0.0%**

Special Magistrate Court

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	-	-	3,000	3,000	-	0.0%
Total Expenditures	**$ -**	**$ -**	**$ 3,000**	**$ 3,000**	**$ -**	**$ -**

Juries

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	39,930	29,130	30,000	28,000	(2,000)	-6.7%
Util, Comm, Rentals, Etc.	-	-	-	-	-	--
Travel & Training	1,361	1,599	2,000	2,000	-	0.0%
Total Expenditures	**$ 41,291**	**$ 30,729**	**$ 32,000**	**$ 30,000**	**$ (2,000)**	**-6.3%**

Court Appointed Attorney

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	1,920	29,130	30,000	-	-	-
Total Expenditures	**$ 1,920**	**$ 29,130**	**$ 30,000**	**$ -**	**$ -**	**0.0%**

Significant Program Highlights

- There are no significant program changes.

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 2020 include:

- **Staff Training:** The 2015 edition of Virginia Uniform Statewide Building (which was released by the Commonwealth of Virginia in September of 2018) has been adopted and staff members have attended mandatory code change training. We are partnering with surrounding jurisdictions to continue training in the International Codes and will hold a training class for local contractors to review significant changes in the building codes.
- **Cross Training:** Cross training staff will continue to be a top priority so that we are capable of performing both residential and commercial inspections along with some plan review. Due to the amount of large projects the inspection staff will be very busy performing multiple inspections at various locations.
- **Computer System Upgrade:** Attend ERP training when scheduled.

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 2020 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 2020 Objective

- Inspect new construction and alterations to ensure compliance all applicable building codes and to ensure compliance with the Virginia Uniform Statewide Building Code. The Building Services Division also enforces the Virginia Property Maintenance Code and City of Fredericksburg's ordinances.

Performance Measures

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY19 Estimated	FY 20 Projected
Construction Inspections Performed	6,200	7,959	7,718	8,100	8,300
Construction Plans Reviewed	1,015	1,023	975	1,080	1,100
Walk-In Plan Reviews	189	268	260	270	280
Construction Permits Issued	1,670	1,732	1,575	1,900	2,100
Value of Construction ($Millions)	$61.8	$67.8	$95.6	$100.9	$105.0

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.

Property Maintenance: This programmatic function is to enforce the Property Maintenance Code and the City Nuisance Ordinance. 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 16 Actual	FY 17 Actual	FY 18 Actual	FY19 Estimated	FY 20 Projected
Inoperative Vehicle Complaints	42	31	50	50	40
Building Maintenance Code/Nuisance Ordinance -to include weeds grass, trash, blight, graffiti, and abandoned buildings	567	873	900	900	900

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	503,203	525,360	542,700	562,170	19,470	3.6%
Fringe Benefits	229,069	206,175	234,787	232,464	(2,323)	-1.0%
Purchased Services	2,322	1,457	4,550	3,250	(1,300)	-28.6%
Util, Comm, Rentals, Etc.	8,117	7,327	8,800	8,800	-	0.0%
Travel & Training	560	1,562	1,700	3,800	2,100	123.5%
Dues & Memberships	818	510	1,000	1,000	-	0.0%
Materials & Supplies	10,004	10,558	12,250	12,450	200	1.6%
Capital Outlay	-	440	-	30,000	30,000	--
Total Expenditures	**$ 754,093**	**$ 753,389**	**$ 805,787**	**$ 853,934**	**$ 48,147**	**6.0%**
Revenues						
Building Permits	414,622	525,284	450,000	465,000	15,000	3.3%
Sign Permits	8,025	6,715	12,000	12,000	-	0.0%
Total Revenue	**$ 422,647**	**$ 531,999**	**$ 462,000**	**$ 477,000**	**$ 15,000**	**3.2%**
Percent Recovery	**56.05%**	**70.61%**	**57.34%**	**55.86%**		
Full - Time Positions	**8**	**8**	**8**	**8**		
Part - Time Positions	**1**	**1**	**1**	**1**		

Significant Program Highlights

- The FY 2020 budget includes funding for a replacement vehicle.
- Based on a review of our current permit fee schedule, moderate fee increases were approved as part of the budget process.

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: Guide and ensure orderly development in the City by updating the goals of the City's Comprehensive Plan to reflect good planning practice for urban places and implementing these goals with effective land use regulations and through the City's capital improvement program.

Regulatory Processing: Review all new development proposals to ensure that they are in accord with land use regulations. 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.

Sophia Street Elevation

506-516 Sophia Street
Stephen DeFalco

COA 2018-12 – New Construction
Continued Application

Environmental Protection: Reduce the pollution of the City's environment by effectively applying all applicable city, state, and federal environmental laws and regulations. The major focus is to coordinate and implement the City's stormwater management programs to ensure proper control of the quantity of water runoff and improve its quality. Additional efforts include protecting and improving the Chesapeake Bay water quality and controlling development in the flood plains of the Rappahannock River and tributary streams.

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 2020 Goals

- Implement the goals, policies, and initiatives of the City's Comprehensive Plan.
- Continue the effort to create and implement Small Area Plans for the 10 planning areas in the City.
- 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 2020 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:
  - Area 3 (Plank Road corridor, I-95 to Westwood Drive):
    Complete ordinance and zoning map amendments
  - Area 6 (North Princess Anne and Route 1 corridors):
    Complete ordinance and zoning map amendments
  - Area 7 (Downtown area):
    Complete Comprehensive Plan, ordinance, and zoning map amendments
  - Areas 1 (Central Park / Celebrate Virginia), 2 (Fall Hill), & 4 (Cowan / Hospital):
    Initiate small area planning process
- 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 Actual	FY 2019 Projection	FY 2020 Projection
DESIGN REVIEW (ARB / Corridor Overlay)							
Certificate of Appropriateness	56	61	64	71	94	75	75
Corridor Design Review	1	5	3	4	2	4	4
DEVELOPMENT REVIEW							
TRC Pre-Submission Applications	45	53	51	50	57	55	55
Preliminary Subdivision Plat	2	2	0	1	1	1	1
Final Subdivision Plat	13	25	16	16	20	20	20
Residential Lot Grading Plan	50	88	38	83	50	85	85
Major Site Plan	9	13	7	9	12	15	15
Minor Site Plan	1	7	10	12	13	15	15
LAND USE APPLICATIONS (BZA / PC / Council)							
BZA Appeal / Variance	1	1	5	1	3	2	2
Comprehensive Plan Compliance Review	4	3	5	5	0	5	5
Right-of-Way Vacation	1	1	0	2	2	2	2
Special Exception	2	0	3	7**	3	7	7
Special Use Permit	14	8	5	1**	4	2	2
UDO Text Amendment	11	9	5	6	4	5	5
Zoning Map Amendment (Rezoning and Proffer Amendment)	7	2	3	3	2	3	3
Zoning							
Accessory Structure Permits	0*	0*	16	29	17	25	25
Administrative Modification	1	2	1	1	0	3	3
Antenna Structure	0*	0*	3	6	1	5	5
Certificate of Zoning Use	250	216	186	225	182	230	230
Determination / Verification Letters	30	37	31	16	33	30	30
Enforcement / Notices of Violation	85	100	120	117	137	120	120
Fences	52	84	69	88	112	90	90
Home Occupation	59	63	61	70	65	65	65
Non-Conforming Use, Change	2	0	2	1	1	2	2
Non-Conforming Use, Expansion	0	0	0	0	0	2	2
Sidewalk Café	9	19	12	8	6	10	10
Signs	110	103	105	136	121	140	140
Temporary Activity	19	20	25	29	22	30	30

Budget Summaries

Planning

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	448,643	430,709	503,000	481,164	(21,836)	-4.3%
Fringe Benefits	183,338	172,486	210,790	188,236	(22,554)	-10.7%
Purchased Services	26,972	27,594	24,000	27,349	3,349	14.0%
Util, Comm, Rentals, Etc.	3,244	3,104	3,100	2,600	(500)	-16.1%
Travel & Training	8,442	14,007	8,500	8,500	-	0.0%
Dues & Memberships	1,877	2,232	2,500	2,500	-	0.0%
Materials & Supplies	6,110	4,835	6,400	10,800	4,400	68.8%
Capital Outlay	1,830	3,154	1,200	-	(1,200)	-100.0%
Total Expenditures	**$ 680,458**	**$ 658,121**	**$ 759,490**	**$ 721,149**	**$ (38,341)**	**-5.0%**
Revenues						
Rezoning Fees	2,021	5,298	1,500	1,500	-	0.0%
Home Occupation Permits	7,700	8,266	5,000	5,000	-	0.0%
Special Use Permits	2,274	8,641	5,000	5,000	-	0.0%
Subdivision Review Fees	7,775	38,980	25,000	25,000	-	0.0%
Site Plan Review Fees	135,894	75,499	80,000	80,000	-	0.0%
BZA Variances	2,000	5,550	3,000	2,000	(1,000)	-33.3%
Certificates of Appropriateness	5,075	8,080	1,500	1,500	-	0.0%
Corridor Overlay, As Built, Perf.	-	5,320	3,400	6,200	2,800	82.4%
Total Revenue	**$ 162,739**	**$ 155,634**	**$ 124,400**	**$ 126,200**	**$ 1,800**	**1.4%**
Percent Recovery	**23.92%**	**23.65%**	**16.38%**	**17.50%**	**1.12%**	
Full - Time Positions						
General Fund	**7**	**7**	**7**	**6**		
General Fund - Part Time	**0**	**0**	**0**	**1**		
City Grants*	**1**	**1**	**1**	**1**		
Stormwater Management*	**1**	**2**	**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.*

Significant Program Highlights

- During FY 2019 a full-time position in Planning was shifted to the City Manager's Office. This positons also serves as the Mayor's assistant. The part-time administrative position in the City Manager's Office shifted to Planning.
- The Planning Department requested certain moderate fee increases which were approved during the budget process.
- The capital request included a replacement vehicles and furniture and computer equipment related to the move to the Executive Plaza. These items were not funded but may be included in future budget requests.

Boards & Commissions

BOARD OF ZONING APPEALS						
Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Recom - FY19 Adopted	FY20 Rec - FY19 Adpt %
Purchased Services	-	230	300	300	0	0.0%
Travel & Training	-	0	800	800	0	0.0%
Total Expenditures	**$ -**	**$ 230**	**$ 1,100**	**$ 1,100**	**$ -**	**0.0%**

ARCHITECTURAL REVIEW BOARD						
Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Recom - FY19 Adopted	FY20 Rec - FY19 Adpt %
Purchased Services	18,511	-	-	-	-	--
Travel & Training	1,384	0	3,600	3,600	0	0.0%
Total Expenditures	**$ 19,895**	**$ -**	**$ 3,600**	**$ 3,600**	**$ -**	**0.0%**

CLEAN & GREEN COMM						
Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Recom - FY19 Adopted	FY20 Rec - FY19 Adpt %
Purchased Services	-	105	-	-	-	--
Materials & Supplies	2,927	2,889	6,400	6,400	0	0.0%
Total Expenditures	**$ 2,927**	**$ 2,994**	**$ 6,400**	**$ 6,400**	**$ -**	**0.0%**

GENERAL FUND – ECONOMIC DEVELOPMENT & TOURISM

The Department of Economic Development and Tourism (EDT) works to increase tax revenues to the City through business expansion and retention, new development and increased visitation. 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 2020 Goals

- Attract and retain businesses in order to grow the City's tax base and increase jobs.
- Relocate EDT to a more professional, modern office space in the Executive Plaza.
- Open several major E.D. projects, to potentially include new stadium, VA clinic, downtown redevelopment initiatives and more.
- Continue to be the go-to source for business and event information through the Fred Focus newsletter, social media, blog and websites.
- Grow City's business tax revenue.
- Increase lodging tax revenue through occupancy and the opening of new hotels.

Fiscal Year 2020 Objectives

- Make progress on City Council priorities and Economic Development Strategic Plan.
- Increase the number of businesses that choose Fredericksburg as their location.
- Assist in the development and redevelopment of business locations in the City.
- Improve City permitting process and be an advocate for businesses.
- 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 and FY 2019, 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 should include language appropriating the balance in this fund for use in FY 2020.

Performance Measures

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Projection
Meals tax revenue	10,693,375	11,141,603	11,765,352	11,500,000	12,300,000
Lodging tax revenue	1,432,190	1,524,371	1,565,938	1,600,000	1,600,000
BPOL revenue	6,101,499	6,320,104	6,382,570	6,445,000	6,555,000
Sales tax revenue	11,176,401	11,376,302	11,476,687	11,500,000	11,700,000

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	532,391	515,956	535,400	544,810	9,410	1.8%
Fringe Benefits	182,247	190,857	192,028	196,879	4,851	2.5%
Purchased Services	133,638	154,716	201,000	155,000	(46,000)	-22.9%
Util, Comm, Rentals, Etc.	9,110	7,107	11,250	11,250	-	0.0%
Travel & Training	31,923	33,209	32,500	32,500	-	0.0%
Other Non-Personal	11,125	9,158	12,000	13,000	1,000	8.3%
Dues & Memberships	2,665	5,135	4,000	4,000	-	0.0%
Materials & Supplies	49,627	50,717	48,100	48,100	-	0.0%
Joint Operations	-	-	-	-	-	--
Capital Outlay	509	2,778	-	-	-	--
Transfers	-	-	-	-	-	--
Total Expenditures	**$ 953,236**	**$ 969,633**	**$ 1,036,278**	**$ 1,005,539**	**$ (30,739)**	**-3.0%**
Revenues						
Visitor Center Ticket Sales	12,095	11,682	11,000	-	11,000	-
Visitor Center Retail Sales	21,595	21,042	23,000	(0)	23,000	-
Total Revenue	**$ 33,690**	**$ 32,724**	**$ 34,000**	**$ (0)**	**$ 34,000**	**$ -**
Percent Recovery	**3.53%**	**3.37%**	**3.28%**	**0.00%**		
Full - Time Positions	**6**	**6**	**6**	**6**		
Part - Time Positions	**16**	**16**	**16**	**16**		

Significant Program Highlights

- The decrease to purchased services is related to the rebranding efforts funded in FY 2019.

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.

ERP Implementation

The Department of Finance, in conjunction with the Treasurer's Office and the Information Technology Department, has been spearheading the implementation of the City's new Enterprise Resource Software System (ERP). The City has seen process efficiencies, improved data access and enhanced internal controls. Also important, the new system is expected to reduce paper. Paperless processes are one way the City lives the Council's vision of a **Green, Clean Environment.**

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 2020 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 2020 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 grants.
- Work with IT, Budget, Human Resources, Treasurer, and other City departments in the transition to the new ERP system.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate
GFOA Award	YES	YES	YES	YES	YES

Finance

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	500,337	540,697	535,200	547,220	12,020	2.2%
Fringe Benefits	195,481	188,221	226,353	232,983	6,630	2.9%
Purchased Services	19,719	22,740	25,300	25,500	200	0.8%
Util, Comm, Rentals, Etc.	5,347	4,152	5,600	4,700	(900)	-16.1%
Travel & Training	1,657	7,267	8,800	9,000	200	2.3%
Dues & Memberships	464	485	1,250	825	(425)	-34.0%
Materials & Supplies	6,648	3,988	6,750	6,750	-	0.0%
Capital Outlay	3,366	2,305	2,000	4,200	2,200	110.0%
Total Expenditures	**$ 733,019**	**$ 769,855**	**$ 811,253**	**$ 831,178**	**$ 19,925**	**2.5%**
Full - Time Positions						
Finance - Full-time	**8**	**8**	**8**	**8**		
Utility Billing	**2**	**2**	**2**	**2**		

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

Independent Auditor

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	83,505	80,625	92,450	96,400	3,950	4.3%
Materials & Supplies	580	580	600	600	-	0.0%
Total Expenditures	**$ 84,085**	**$ 81,205**	**$ 93,050**	**$ 97,000**	**$ 3,950**	**4.2%**

Postage Machine – City Hall

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	2,964	3,301	3,600	3,600	-	0.0%
Materials & Supplies	393	-	400	400	-	0.0%
Total Expenditures	**$ 3,357**	**$ 3,301**	**$ 4,000**	**$ -**	**$ -**	**0.0%**

Copy Machine – City Hall

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Util, Comm, Rentals, Etc.	18,719	14,806	18,000	18,000	-	0.0%
Materials & Supplies	1,960	3,301	3,600	-	-	0.0%
Total Expenditures	**$ 20,679**	**$ 18,107**	**$ 21,600**	**$ 18,000**	**$ -**	**0.0%**

Significant Budgetary Highlights

- The increase in the Independent Auditor reflects the actual and anticipated cost of the independent audit.
- The capital budget includes lap top computers.

GENERAL FUND - FIRE

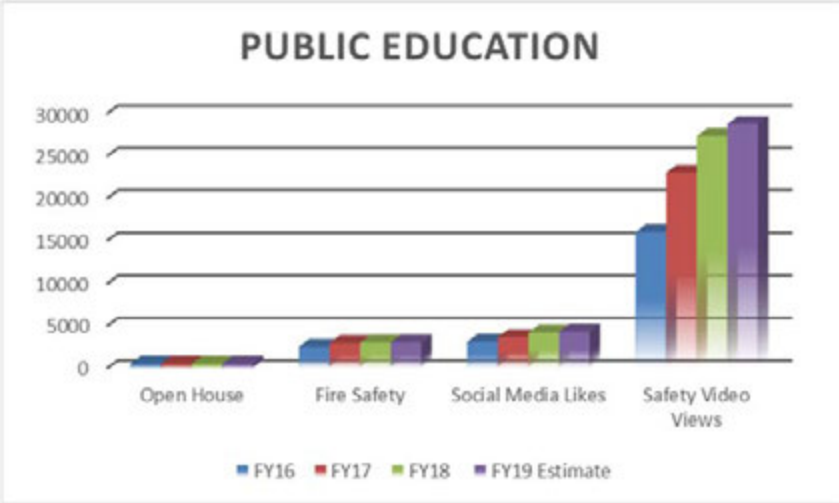
The mission of the Fredericksburg Fire Department is to enhance the quality of life for those who live, work or visit the City of Fredericksburg by providing highly trained and courteous personnel for rapid response to their needs. Our mission statement includes, but is not limited to, the preservation 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, Captain, two Fire Lieutenants, one EMS Lieutenant, nine Firefighters, and two Medics. There is also a four-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 2020 Goals

- Continue to educate the public on fire safety measures, which 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 2020 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.
- Continue to provide training to the company and chief officers in the latest techniques in fire suppression, personnel management and administration of fire science.

- Continue development of the drone program in conjunction with the Police Department.
- Conduct a needs assessment to determine the upgrades needed for the rehabilitation and expansion of facilities at Fire Station 1. This may include architectural or engineering services.

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.

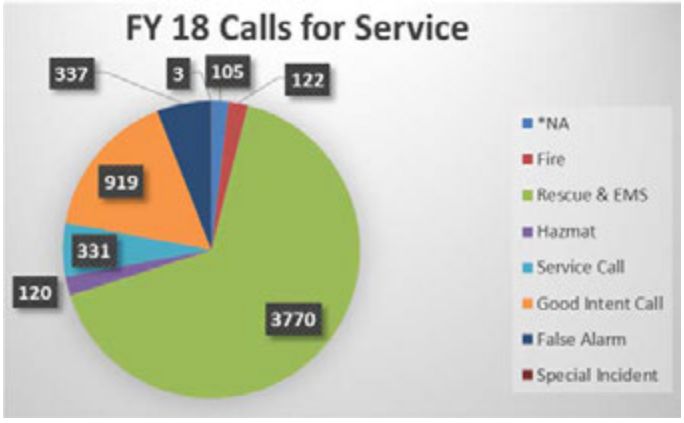
Fiscal Year 2020 Goal

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

Fiscal Year 2020 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 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 Captain, two Lieutenants, and nine Firefighters/EMTs/Paramedics.



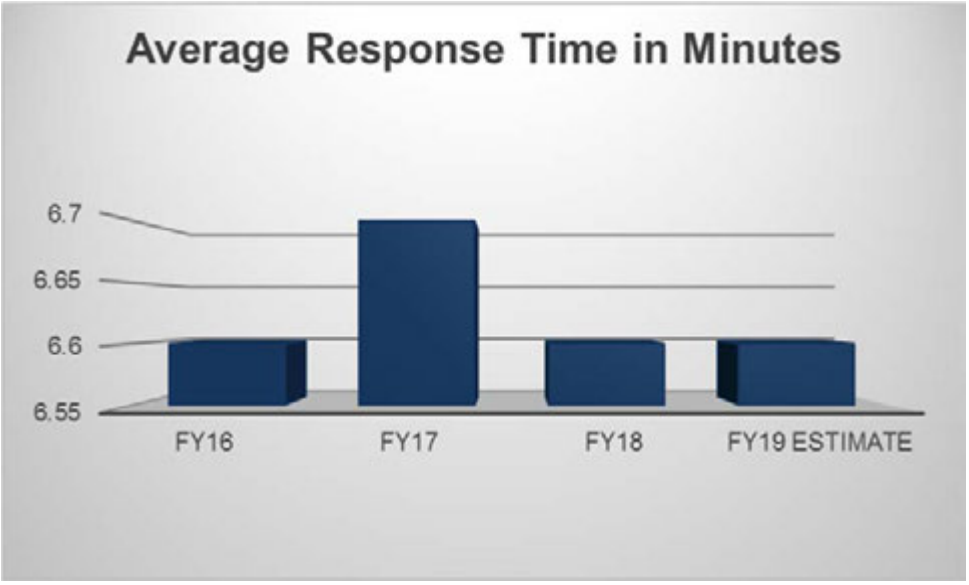
Fiscal Year 2020 Goals

- 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 compliance with NFPA and National Fire Association standards.

Fiscal Year 2020 Objectives

- Maintain or decrease average response time to calls for services

- Maintain the continued decline in mutual aid calls.



Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	2,847,750	3,081,534	2,918,180	3,055,062	136,882	4.7%
Fringe Benefits	1,458,136	1,364,636	1,518,953	1,529,026	10,073	0.7%
Purchased Services	192,646	224,998	228,900	239,380	10,480	4.6%
Util, Comm, Rentals, Etc.	53,501	61,338	56,850	61,950	5,100	9.0%
Travel & Training	4,194	8,863	-	6,200	6,200	--
Dues & Memberships	1,968	2,169	2,400	2,200	(200)	-8.3%
Materials & Supplies	161,500	139,212	149,200	150,200	1,000	0.7%
Capital Outlay	46,906	53,308	96,612	100,000	3,388	3.5%
Total Expenditures	**$ 4,766,601**	**$ 4,936,058**	**$ 4,971,095**	**$ 5,144,018**	**$ 172,923**	**3.5%**
Full - Time Positions	**44**	**45**	**45**	**46**		
Part - Time Positions*	**2**	**3**	**3**	**3**		

Significant Program Highlights

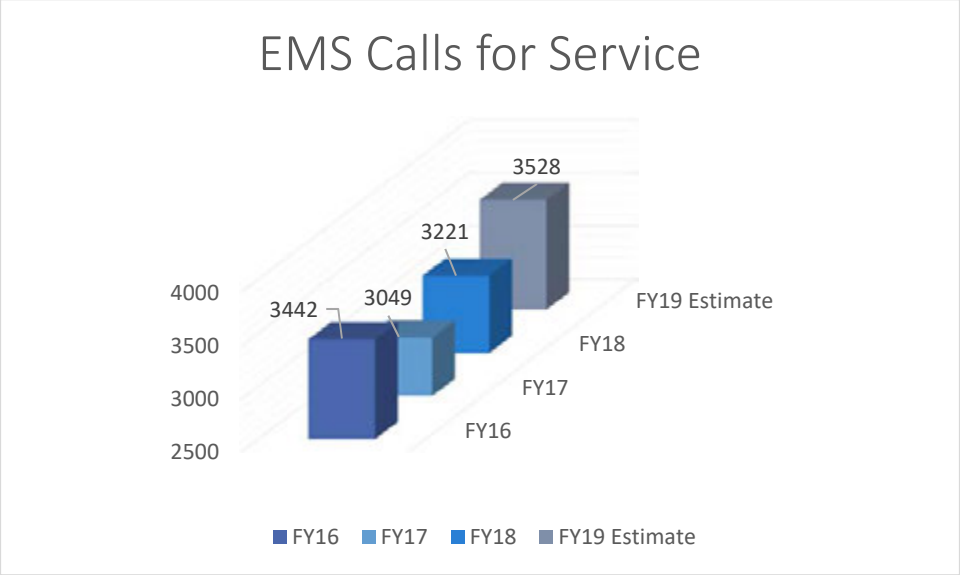
- Funding is included to restore the Deputy Chief of Operations position to provide for additional coverage and assistance in the administration of Fire Department operations, including emergency management and EMS.
- The budget includes funding for Travel & Training. In FY 2019, Travel & Training was funded in the City Grants Fund.

GENERAL FUND - FIRE
EMERGENCY MEDICAL SERVICES (EMS)

Fredericksburg Fire Department 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 seventeen 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 2020 Goal

- Continue to strengthen 24/7 ALS coverage through the City's EMS Division.

- 

Fiscal Year 2020 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.

Performance Measure

	CY 2014	CY 2015	CY 2016	CY 2017 Estimate	CY 2018 Estimate
EMS Calls	3069	3143	3109	3460	3500

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	791,687	887,990	950,000	1,087,340	137,340	14.5%
Fringe Benefits	395,871	337,222	442,355	452,462	10,107	2.3%
Purchased Services	110,140	104,632	85,800	105,100	19,300	22.5%
Travel & Training	2,033	2,518	-	7,440	7,440	--
Other Non-Personal	46,049	49,581	52,000	52,000	-	0.0%
Materials & Supplies	72,374	106,469	105,955	118,200	12,245	11.6%
Capital Outlay	6,709	4,775	18,100	10,000	(8,100)	-44.8%
Total Expenditures	**$ 1,424,863**	**$ 1,493,187**	**$ 1,654,210**	**$ 1,832,542**	**$ 178,332**	**10.78%**
Full - Time Positions	14	14	17	17		
Part - Time Positions*	1	1	1	1		

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

	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2020 Adopt
EMS Fees	$849,174	$859,889	886,428	$910,000	920,000

Significant Program Highlights

- The increase in Purchased Services is related to an increase in repairs and maintenance and professional services.
- The budget includes funding for Travel & Training. In FY 2019, Travel & Training was funded in the City Grants Fund.

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 2020 Goal

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

Fiscal Year 2020 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	8	9

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	7,357	14,638	13,000	13,000	-	0.0%
Fringe Benefits	478	601	1,495	1,495	-	0.0%
Purchased Services	12,438	9,092	17,300	11,300	(6,000)	-34.7%
Materials & Supplies	-	2,154	5,200	5,200	-	0.0%
Capital Outlay	252	-	-	-	-	--
Total Expenditures	**$ 20,525**	**$ 26,485**	**$ 36,995**	**$ 30,995**	**$ (6,000)**	**-16.22%**
Team Activation	**6**	**6**	**6**	**6**		

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. 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	285,000	424,605	443,520	473,697	30,177	6.8%
Util, Comm, Rentals, Etc.	3,708	3,819	3,934	4,052	118	3.0%
Capital Outlay	9,983	23,901	14,200	40,680	26,480	186.5%
Total Expenditures	**$ 298,691**	**$ 452,325**	**$ 461,654**	**$ 518,429**	**$ 56,775**	**12.30%**

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 provides support services to all City departments, Constitutional offices, the Rappahannock Office on Youth and the Rappahannock Regional Criminal Justice Academy. Primary responsibilities include recruitment and selection, employee learning and development, classification and compensation, employee relations, consultation, and general policy formulation and administration. Human Resources serves as the coordinating office to ensure fair and consistent application of City Human Resources policies in conformance with federal, state and local laws and regulations.

> ***Tuition Assistance***
>
> *The tuition assistance program was reinvigorated in FY18 and continues as a valued benefit through FY19 and FY20. Up to this point, we have had nine employees participate in the program, so far. They have requested $7,922 in tuition assistance.*

Fiscal Year 2020 Goals

- Successfully compete for top area talent with effective recruitment strategies and processes.
- Support the professional development of City employees
- Improve internal communications with employees.
- Review Human Resources policies to ensure that they are comprehensive, up-to-date, and fully implemented and reinforced by knowledgeable, well-trained supervisory staff.
- Assist with Enterprise Resource Planning (ERP) transition and installation.

Fiscal Year 2020 Objectives

- Streamline and improve the application process for candidates
- Expand recruitment presence in the regional labor market by participating in Job Fairs at local military facilities.
- Review and update policies, procedures and job descriptions.
- Improve internal communications with employees through an employee newsletter and information technology (such as the web page, intranet, Tyler/Munis, etc).
- Expand professional development training options for employees.
- Improve human resource processes based on City's Values, specifically through instituting formal performance evaluations and instituting employee recognition programs.

Performance Measures

	FY 17 Actual	FY 18 Actual	FY 19 Estimate	FY20 Projection
Applications received	2,921	3,673	4,442	3,500
Payroll Changes Processed	1,704	1,508	4,779	2,000
Orientations	36	38	38	26

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	191,742	200,077	229,097	256,925	27,828	12.1%
Fringe Benefits	77,665	71,712	96,558	102,164	5,606	5.8%
Purchased Services	80,095	73,389	71,000	68,600	(2,400)	-3.4%
Util, Comm, Rentals, Etc.	1,231	1,258	1,650	1,350	(300)	-18.2%
Travel & Training	1,268	16,121	28,200	34,000	5,800	20.6%
Dues & Memberships	1,507	1,265	1,500	1,500	-	0.0%
Materials & Supplies	3,504	5,163	3,600	3,600	-	0.0%
Capital Outlay	-	-	2,100	-	(2,100)	-100.0%
Total Expenditures	**$ 357,012**	**$ 368,985**	**$ 433,705**	**$ 468,139**	**$ 34,434**	**7.9%**
Full - Time Positions	**3**	**3**	**3**	**3**		
Part - Time Positions	**0**	**0**	**1**	**1**		

Significant Program Highlights

- An administrative position was requested, but not funded.
- Travel & Training includes the tuition assistance program and senior leadership training.

GENERAL FUND – INSURANCE

The City accounts for general liability insurance in the General Fund through a non-departmental set of accounts. 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. There are no positions associated with these accounts.

FY 2020 Goal

- The City must maintain insurance in order to protect the community against claims related to City operations.

Performance Measures

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Workers' Comp Incurred	$ 175,886	$ 388,568	$ 163,362	$ 119,130	$ 213,405
Workers' Comp Loss Ratio	29.5%	69.0%	29.0%	27.0%	29.0%
General Liability Incurred	$ 500,282	$ 284,834	$ 274,348	$ 266,400	$ 156,781
General Liability Loss Ratio	60.3%	36.6%	22.7%	52.2%	46.6%

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.

Budget Summaries

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Fringe Benefits	-	-	30,000	32,000	2,000	6.7%
Purchased Services	34,000	-	50,000	50,000	-	0.0%
Util, Comm, Rentals, Etc.	824,574	826,525	889,000	901,000	12,000	1.3%
Total Expenditures	**$ 858,574**	**$ 826,525**	**$ 969,000**	**$ 983,000**	**$ 14,000**	**1.4%**

Significant Program Highlights

- No significant changes in FY 2020.

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 2020 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 2020 Objectives

- Implement the projects to replace the City's Enterprise Resource Platform (ERP) system.
- Complete at least 15 non-ERP 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.
- Coordinate implementation with impacted Departments.

Performance Measure

	FY 2017 Actual	FY2018 Actual	FY 2019 Estimated	FY 2020 Projected
Number of Projects Completed (output)	17	25	17	15
Percent Completed On-Time	94%	90%	92%	90%
Percent Completed within Budget	94%	95%	96%	95%

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

E-government - IT offers webpage design and support services for all City departments and agencies, and provides methods of communication with the public. Citizens can pay City bills on-line and use other e-Services.

FY 2020 Goal

- Maintain and continuously enhance the City's website by keeping it available 24/7 and optimized, enabling citizens to communicate with the City anytime, anywhere.

FY 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Number of Website Visits (output)	776,288	655,788	867,438	900,000
Citizen Outreach (Notifications) (input)	6,508	8,615	11,160	12,000

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, the City's physical infrastructure including the transportation network and water and sewer systems, land development, and business systems by providing seamless access and easy methodologies to spatially view data according to geographical location.

Fiscal Year 2020 Goal

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

Fiscal Year 2020 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 2017 Actual	FY2018 Actual	FY 2019 Estimated	FY 2020 Projected
Percentage of departments using GIS (outcome)	86%	86%	86%	86%
GIS Website Pageviews (output)	153,490	154,899	156,319	155,000
Pictometry Views – (output)	4,342	24,069	35,000	35,000

Pictometry transitioned from self-hosted software to a new, browser-based platform (CONNECT) 2018.

Network Security: IT designs, administers, maintains, supports and optimizes the City's local and wide area network systems (including the 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 2020 Goals

- Ensure the stability, security and integrity of all systems through the appropriate application of encryption, access control, redundancy, and network security systems.

Fiscal Year 2020 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.

Performance Measure

	FY 2017 Actual	FY 2018 Actual	FY2019 Estimated	FY 2020 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%	99.6%	99.9%	99.0%

**S&B out of compliance FY17-FY19, vendor dependent for correction, system upgrade scheduled FY19*

Daily Operations: Support E-911 Dispatch & Police Officers on a 24 hour per day/7 day per week schedule. Responsible for the day to day operation of enterprise computer systems, which includes the City's central financial systems (Budget, Revenue, Assessment, Billing and Collections and Accounts Payable) as well as Personnel, Building Permitting and Inspections. Maintain working knowledge of extensive range of City systems, research new technology and ensure availability/operability of appropriate technology for City business.

Fiscal Year 2020 Goals

- Provide effective and professional support for IT requests for service and to maintain a current technology platform.

Fiscal Year 2020 Objectives

- Provide system support and training for City offices
- Assist users in determining hardware and software needs
- Monitor inventory levels of equipment, targeting replacement of computers at 4 years of age, initiate requisitions for new/replacement items, and obtain competitive price quotes as well as manage the appropriate disposal of aged technology.

Performance Measure

	FY 2017 Actual	FY2018 Actual	FY 2019 Estimated	FY 2020 Projected
Maintain 4 years replacement cycle (input)	30% of current stock > 4 years	35% of current stock > 4 years	19.6% of current stock > 4 years	20% of current stock > 4 years
Help Desk Calls (Closed or Completed) (input)	99%	99%	99%	99%

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	461,339	510,695	572,900	598,770	25,870	4.5%
Fringe Benefits	206,611	206,907	236,897	238,370	1,473	0.6%
Purchased Services	525,627	579,075	736,100	877,000	140,900	19.1%
Util, Comm, Rentals, Etc.	37,048	41,096	43,385	42,600	(785)	-1.8%
Travel & Training	15,075	11,981	10,330	10,590	260	2.5%
Dues & Memberships	1,158	480	1,400	1,400	-	0.0%
Materials & Supplies	8,196	7,536	8,350	8,350	-	0.0%
Capital Outlay	1,972	3,809	-	-	-	--
Total Expenditures	**$ 1,257,026**	**$ 1,361,579**	**$ 1,609,362**	**$ 1,777,080**	**$ 167,718**	**10.4%**
Full - Time Positions	**7**	**8**	**8**	**8**		
Summer Intern	**0**	**0**	**0**	**1**		

Significant Program Highlights

- Salary & Wages includes a summer intern.
- 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 - 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 to include planning, supplies, shared resources like phones and copiers, and is located in the Dorothy Hart Community Center. The Administration Division also provides staff support to the City's Recreation Commission and the Art Commission.

Fiscal Year 2020 Goals

- Incrementally implement the recommendations that are a result of the FY2019 Strategic Planning effort that focused on 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 PRE, 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 2020 Objectives

- Develop and begin implementing recreational programming efforts that results from the FY2019 Strategic Planning process. The plan evaluated assets, planned for park development and addressed how best to meet the desire for recreational programming.
- Continue roll-out efforts of the new registration and facility-management software purchased in FY2019.
- Continue to provide program information and updates to the community and program participants through the use of the City's website, the new department website, the alert system, social media, traditional catalogs and flyers, and other methods.
- Continue to provide citizens with information and assistance in renting Dorothy Hart Community Center, Old Mill Park, Hurkamp Park, Alum Spring Park, Memorial Park, Riverfront Park, Maury Park & Playground, Washington Avenue Mall, Dixon Park, and Doris E. Buffet Pool.

Administration Metrics	CY 17 Actual	CY 18 Actual	CY 19 Projected	CY 20 Projected
Number of Volunteers	323	300*	325	325
Number of Volunteer Hours	20,015	19,009*	20,000	20,000
Number of Financial Contributors	133	117*	115	115
Amount of Financial Contributions	$137,641	$116,139*	$125,000	$135,000
Rentals of Dorothy Hart Community Center	174	181	180	180
Park Rentals	359	402	400	400

**Reflects the discontinuation of the Soap Box Derby.*

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	380,344	376,801	389,400	386,900	(2,500)	-0.6%
Fringe Benefits	143,196	121,846	125,829	123,388	(2,441)	-1.9%
Purchased Services	16,414	19,009	19,600	29,900	10,300	52.6%
Util, Comm, Rentals, Etc.	44,711	32,812	40,200	35,700	(4,500)	-11.2%
Travel & Training	8,834	4,364	7,200	7,200	-	0.0%
Other Non-Personal	18,252	25,180	19,000	25,000	6,000	31.6%
Dues & Memberships	1,424	1,867	2,000	2,000	-	0.0%
Materials & Supplies	13,120	13,748	12,500	12,500	-	0.0%
Capital Outlay	-	856	-	-	-	--
Total Expenditures	**$ 626,295**	**$ 596,483**	**$ 615,729**	**$ 622,588**	**$ 6,859**	**1.1%**
Full - Time Positions	**4**	**4**	**4**	**4**		
Part - Time Positions	**4**	**4**	**4**	**4**		

Significant Program Highlights

- There are no significant changes.

GENERAL FUND – PARKS, RECREATION &EVENTS AQUATICS

The Doris E. Buffet Pool 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 open recreational swim, water safety trainings, water fitness programs, 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, which creates a unique community service in the region. Non-city residents are still required to pay an admission fee. Water safety and awareness should be top priority in a river-city like Fredericksburg. These skills are gained and enhanced in controlled setting like pools.

Fiscal Year 2020 Goal

- Provide a safe and fun environment for aquatic patrons.
- Continue the preventative maintenance of the pool and facilities.
- Continue water safety and awareness by enhancing swimming skills and knowledge

Fiscal Year 2020 Objectives

- Provide a healthy, safe and fun environment for open recreational swim attendees during the summer season.
- Ensure the safety, welfare and security of aquatics patrons by maintaining certifications and a high level of employee training. Develop Doris E. Buffett Pool as the summer employment of choice in the region by recruiting, developing, and retaining highly qualified employees, despite the competition from increasing entry-level wages in the private sector.
- Increase water safety awareness by enhancing swimming skills.
- Increase swimming opportunities for residents of all ages and abilities.
  Create new fitness opportunities for residents through aquatic fitness.
- Increase special events to enhance community cohesion and connectedness.

Performance Measure

Aquatics Metrics	FY 17 Actual	FY 18 Actual	FY 19 Projected	FY 20 Projected
City Attendees	12,812	14,516	14,000	14,200

Aquatics Metrics	FY 17 Actual	FY 18 Actual	FY 19 Projected	FY 20 Projected
Non-City Attendees	3,064	3,262	3,200	3,300
Swimmers in Swim Lessons	327	157	300	310

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	80,251	69,649	82,500	90,500	8,000	9.7%
Fringe Benefits	7,904	6,465	8,111	8,723	612	7.5%
Purchased Services	6,705	13,979	10,000	15,500	5,500	55.0%
Util, Comm, Rentals, Etc.	21,693	11,727	20,500	20,000	(500)	-2.4%
Travel & Training	1,429	25	1,000	1,000	-	0.0%
Dues & Memberships	-	-	-	100	100	--
Materials & Supplies	22,095	20,306	22,300	26,800	4,500	20.2%
Capital Outlay	1,805	9,695	18,000	16,000	(2,000)	-11.1%
Total Expenditures	**$ 141,882**	**$ 131,846**	**$ 162,411**	**$ 178,623**	**$ 16,212**	**10.0%**
Revenues						
Admission Fees	$ 34,337	$ 29,767	$ 30,000	$ 30,000	$ -	0.0%
Concession Revenue	1,007	383	2,500	500	(2,000)	-80.0%
Program Fees	6,161	7,749	5,000	5,000	-	0.0%
Donations	59,057	48,868	50,000	50,000	-	0.0%
Total Revenue	**$ 100,562**	**$ 86,767**	**$ 87,500**	**$ 85,500**	**$ (2,000)**	**0.0%**
Percent Recovery	**70.88%**	**65.81%**	**53.88%**	**47.87%**		

Significant Program Highlights

- The increase in Salaries & Wages reflects hourly rate adjustments.
- Increases in Material and Supplies and Purchased Services are for costs associated with repairs and maintenance of the pool.

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 to include grass cutting, leaf removal, irrigation, trash removal, equipment maintenance, water quality and pool equipment maintenance,
- Maintenance, landscaping of parks and City facilities including cemeteries and historical sites,
- Snow removal from sidewalks and parking lots at all City facilities, parks, and walking trails
- Event support,
- Coordination of volunteers, Eagle Scout projects, and the efforts of outside groups and organizations like Tree Fredericksburg, the Green Commission, etc., and
- Marina operations.

These efforts are supported by ten full-time employees and additional part time seasonal employees though two programs: Park Maintenance Program and Motts Run Reservoir.

Park Maintenance: Staff in this program is responsible for maintenance, landscaping and gardening at 104 beautification sites and 39 park and green space locations, and more than 23 miles of trails throughout the City all year long. 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, Hurkamp Park, the Dog Park, and Snowden Park.

Fiscal Year 2020 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.

Did you know?

Park Maintenance Staff gathers 248 TONS of trash in our parks from April – November every year.

Fiscal Year 2020 Objectives

- To administer the preventative maintenance and equipment replacement schedule for all inventoried equipment.

- To undertake a new landscaping project to improve the aesthetics of the beds at the Train Station, commonly referred to as "Daylily Hill."
- To work with Fredericksburg Area Trail Management and Users Group to maintain and promote the mountain bike trails at Motts Run Reservoir.
- To continue to work with the Clean & Green Commission to provide staff to service pet-waste bag stations and cigarette-butt cans.

Performance Measures

Parks Maintenance Metrics	FY 17 Actual	FY 18 Actual	FY 19 Projected	FY 20 Projected
Acres of Parks	1,168	1,173	1,173	1,173
Acres of Turf Mowed	200	200	200	200
Hours of Support for Special Events	2,120	2,730	2,800	2,900
Miles of Trails	23.2	23.2	35.2	35.2

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 is tracked separately from general Parks Maintenance.

Performance Measures

Motts Run Reservoir Metrics	FY 17 Actual	FY 18 Actual	FY 19 Projected	FY 20 Projected
Boat Rentals	2,419	2,245	2,500	2,500
Fishing Passes Sold	2,749	2,872	2,900	3,000
Rescues (non-life threatening)	35	41	40	40
Volunteer Hours in the Nature Center	310	333	350	350

Budget Summaries

Park Maintenance

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	522,537	550,929	573,900	615,960	42,060	7.3%
Fringe Benefits	233,858	225,084	234,553	252,094	17,541	7.5%
Purchased Services	65,838	113,710	70,000	108,500	38,500	55.0%
Util, Comm, Rentals, Etc.	90,004	91,824	85,000	94,500	9,500	11.2%
Travel & Training	2,224	1,921	2,000	2,000	-	0.0%
Dues & Memberships	1,440	945	1,500	1,750	250	16.7%
Materials & Supplies	127,126	126,712	141,000	154,500	13,500	9.6%
Capital Outlay	48,003	14,133	43,750	90,000	46,250	105.7%
Total Expenditures	**$ 1,091,031**	**$ 1,125,258**	**$ 1,151,703**	**$ 1,319,304**	**$ 167,601**	**14.6%**
Full - Time Positions	**9**	**9**	**9**	**10**		
Part - Time Positions*	**3**	**3**	**3**	**3**		

Salaries and Wages includes funding for seasonal employees.

Motts Run Reservoir

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	76,278	71,150	70,000	71,750	1,750	2.5%
Fringe Benefits	9,677	7,037	5,355	5,489	134	2.5%
Purchased Services	1,300	1,548	3,600	3,500	(100)	-2.8%
Util, Comm, Rentals, Etc.	1,100	2,870	1,500	2,950	1,450	96.7%
Travel & Training	-	-	500	500	-	0.0%
Materials & Supplies	8,005	6,989	11,500	12,300	800	7.0%
Capital Outlay	-	8,350	22,800	11,800	(11,000)	-48.2%
Total Expenditures	**$ 96,360**	**$ 97,944**	**$ 115,255**	**$ 108,289**	**$ (6,966)**	**-6.0%**
Part - Time Positions (seasonal	**5**	**5**	**5**	**5**		

Significant Program Highlights

- Salaries & Wages includes the mid-year addition of a Parks Maintenance Special Events Coordinator.
- The operating increases reflect the growth in service demands of the PRE Maintenance Division.
- Capital Outlay includes a vehicle and various 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 Supervision Division 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.

The Division also facilitates other third party hosted events held within the City including, but not limited to the Marine Corps Half Marathon, Oktoberfest, the Heritage Festival, and Urban Slide.

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 2020 Goal

- Plan and provide new creative and in-demand programming for all ages in the areas of leisure, nature, athletic, fitness, and aquatics programming, keeping with national trends in recreation, wellness, and fitness programming, while focusing on community interests.
- Increase and enhance programs, camps and events for all ability-levels including taking programs and camps to local neighborhoods. These new initiatives will further the City's commitment to the vision of building a sense of community and linked neighborhoods.
- Create and implement a community wellness program to include a new summer mobile playground program while utilizing the resources for out of school camps.
- Create and implement Fredericksburg's first in-line hockey program as a result of the partnership with the Washington Capitals that established the new hockey rink at Dixon Park.
- Create and start implementation of the Department's new Strategic Plan as well as the Special Events Strategic Plan.

Fiscal Year 2020 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, to include the introduction and expansion of in-line hockey instruction and leagues.
- 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.
- Continue the Summer Food Truck program in cooperation with Fredericksburg City Schools to serve all city children and their families
- Further develop the "one stop shop" philosophy for events in the City by refining policies and procedures to make the application process easier and to better define the guidelines for applicants.

Performance Measures

Supervision Metrics	FY 17 Actual	FY 18 Actual	FY 19 Projected	FY 20 Projected
Number of Programs	386	397	424	430
Number of Program Participants	8,556	8,727	10,000	10,000
Special Events Supported	270	285	285	285
Special Event Applications Received	176	180	185	190
Events Resulting from Special Event Applications	274	248	260	270

Budget Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	381,785	403,611	397,250	410,802	13,552	3.4%
Fringe Benefits	134,956	117,336	142,070	143,034	964	0.7%
Purchased Services	129,421	148,898	157,500	173,000	15,500	9.8%
Util, Comm, Rentals, Etc.	140	545	2,250	2,250	-	0.0%
Travel & Training	4,709	4,669	5,500	5,500	-	0.0%
Dues & Memberships	2,104	1,995	2,400	2,400	-	0.0%
Materials & Supplies	73,093	58,173	90,575	97,300	6,725	7.4%
Capital Outlay	-	29,690	7,000	14,250	7,250	103.6%
Total Expenditures	**$ 726,209**	**$ 764,917**	**$ 804,545**	**$ 848,536**	**$ 43,991**	**5.5%**
Revenues						
Recreation Fees	375,000	420,334	395,000	410,000	16,309	4.1%
Total Revenue	**$ 375,000**	**$ 420,334**	**$ 395,000**	**$ 410,000**	**$ 16,309**	**4.1%**
Percent Recovery	**51.64%**	**54.95%**	**49.10%**	**48.32%**		
Full - Time Positions	**5**	**5**	**5**	**5**		
Part - Time Positions*	**3**	**3**	**4**	**4**		

Salaries and Wages includes funding for seasonal employees.

Significant Program Highlights

- Increase in Professional Services to allow for the industry-standard increases in officials' fees for existing leagues, as well as to allow for new leagues, like in-line hockey.
- Increase in Materials and Supplies reflects increased demand for City programs.

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 also reports directly to the Chief of Police. This office is responsible for administrative investigations and compliance with national accreditation standards. The Police Department has been awarded National 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 De partment of Criminal Justice Services (DCJS) certified police officers, supervisors and specialists, enabling 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, Parking Enforcement, Auxiliary, K9 and School Resource. The ancillary functions of Crisis Negotiation Team (CNT) and Special Equipment Tactical Team (SETT) are also under the command of the Patrol Division.

Fiscal Year 2020 Goal

- Increase Highway Safety
- Reduce Fear and Enhance Personal Safety

Fiscal Year 2020 Objective

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

Patrol Division Performance Measures

Highway Safety	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Projected
Speeding	1,145	2,026	1,894	1,900
Red Light	230	369	365	370
Reckless Driving (Other than Speed)	111	62	65	65
DUI	154	176	157	160

Highway Safety	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Projected
All Accidents with Injury or Possible Injury	268	277	316	320
Impaired Driving Accidents	40	46	39	40

Personal Safety	FY2017 Actual	FY2018 Actual	FY2019 Estimated*	FY2020 Projected
Crime Prevention Classes & Events	57	20	9	30
Personal Safety Classes	45	20	20	20
Citizen-Generated Quality of Life Complaints	633	625	552	540

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 2020 Goal

- Hold Offenders to Account
- Enhance Transparency

Fiscal Year 2020 Objective

- 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

Detective Division Performance Measures

Investigative Technology	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
DNA Submissions	115	67	75	85
LInX Usages (Number of logins)	3,158	3,320	3,400	3,450
Field Contact Entries	138	230	235	240

City Offense Clearance Rates *(National average listed with each offense category)*	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
Robbery (30%)	63%	35%	60%	60%
Aggravated Assault (53%)	76%	63%	70%	70%
Burglary (13%)	41%	28%	30%	35%
Larceny (19%)	32%	32%	32%	32%
Motor Vehicle Theft (14%)	32%	31%	30%	30%

Transparency	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
Number of FOIA Requests Received	107	118	128	138
Number of FOIA Requests Responded	107	118	128	138

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 2020 Goal

- Affirm Police Legitimacy

Fiscal Year 2020 Objective

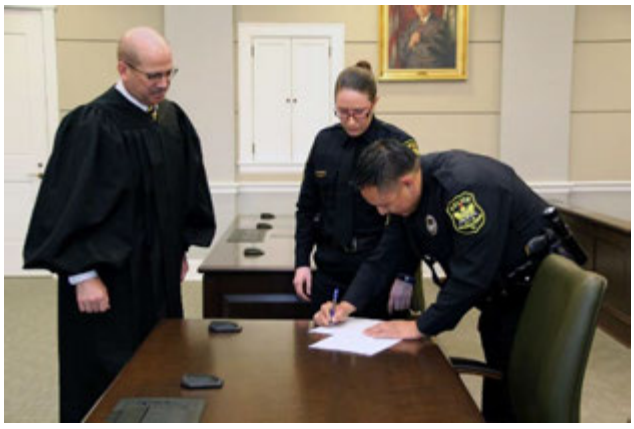
- Engage the community and uphold professional standards to affirm police legitimacy

Professional Standards Performance Measures

Legitimacy	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
Sustained Complaints Against Employees	19	19	17	18
Non-Compliant Events with Use of Force	0	1	0	0

Support Services Division

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.



Budget Summaries

Police

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	4,513,301	4,762,439	4,857,286	4,991,830	134,544	2.8%
Fringe Benefits	2,418,810	2,255,863	2,457,731	2,501,223	43,492	1.8%
Purchased Services	208,819	227,469	210,250	238,098	27,848	13.2%
Util, Comm, Rentals, Etc.	158,601	162,143	170,175	165,500	(4,675)	-2.7%
Travel & Training	34,120	79,265	44,115	44,115	-	0.0%
Other Non-Personal	5,713	2,539	5,000	8,300	3,300	66.0%
Dues & Memberships	4,641	4,771	5,525	3,525	(2,000)	-36.2%
Materials & Supplies	304,013	309,606	332,500	349,000	16,500	5.0%
Joint Operations	37,000	37,000	37,000	37,000	-	0.0%
Capital Outlay	224,179	121,413	157,450	202,794	45,344	28.8%
Transfers	-	-	-	-	-	--
Total Expenditures	**$ 7,909,197**	**$ 7,962,508**	**$ 8,277,032**	**$ 8,541,385**	**$ 264,353**	**3.2%**
Revenues						
State Assistance - HB 599	803,612	803,612	810,000	810,000	40,000	4.9%
Total Revenue	**$ 803,612**	**$ 803,612**	**$ 810,000**	**$ 810,000**	**$ 40,000**	**4.9%**
Percent Recovery	**10.16%**	**10.09%**	**9.79%**	**9.48%**		**-1.99%**
Full - Time Positions	**80**	**80**	**81**	**81**		
Part - Time Positions	**6**	**6**	**6**	**6**		

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

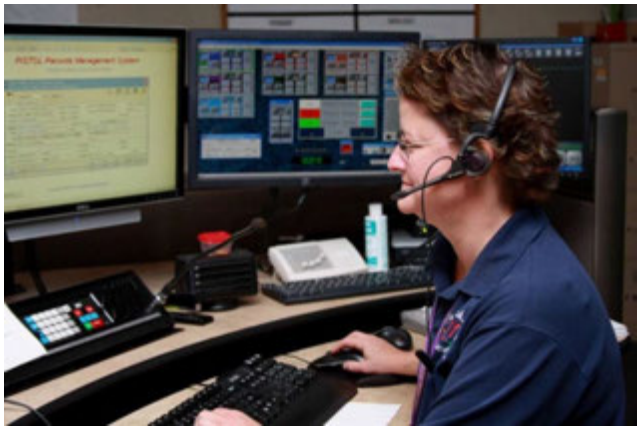
Animal Control

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	121,400	121,911	124,103	127,826	3,723	3.0%
Total Expenditures	**$ 121,400**	**$ 121,911**	**$ 124,103**	**$ 127,826**	**$ 3,723**	**3.0%**

Significant Program Highlights

- The budget request included a part-time and two new full-time officer positions. These were not included in the FY 2020 Budget. Funding for additional officers will likely be included in future budget cycles.
- The increase in purchased services reflects cost increase in shared services, programs and a personnel study. The personnel study is underway and will be completed in April 2020.
- The increase for Animal Control is based on the renewal of the animal shelter contract.
- The Police Department continues to work on early stage components of Next Generation 911 implementation, which will continue through FY 2020 and into future years.

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 2020 Goal

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

Fiscal Year 2020 Objective

- Process calls as outlined in national standards

E-911 Performance Measures

Calls Dispatched	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
% Under 2 minutes*	97.3%	92.5%	92.2%	93.0%
% Under 6 minutes*	76.8%	91.5%	91.1%	92.0%
Answer 95% Calls within 15 seconds	99.6%	99.6%	99.4%	99.5%
Answer 99% Calls within 40 seconds	100%	99.9%	99.9%	100%
Answer 90% Calls within 10 Seconds (busy day/hour)	92.2%	97.9%	96.9%	96.0%
Forward 80% to Dispatch within 60 seconds**	89.8%	90.2%	89.6%	90.0%
Forward 90% to Dispatch within 90 seconds^	90.6%	89.7%	81.4%	90.0%
Forward 95% to Dispatch within 106 seconds**	98.4%	97.9%	98.0%	98.0%

Calls Dispatched	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
Forward 99% to Dispatch within 120 seconds^	95.6%	95.9%	85.1%	95.0%
Dispatch 90% Calls within 60 seconds+	89.8%	89.7%	87.3%	90.0%

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), Be on the Lookout (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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	842,970	904,954	902,620	912,229	9,609	1.1%
Fringe Benefits	394,322	320,035	405,814	401,189	(4,625)	-1.1%
Purchased Services	9,583	47,215	53,385	54,385	1,000	1.9%
Util, Comm, Rentals, Etc.	42,306	35,114	46,000	40,000	(6,000)	-13.0%
Travel & Training	4,140	7,731	6,000	6,000	-	0.0%
Other Non-Personal	-	-	-	-	-	--
Dues & Memberships	-	-	-	-	-	--
Materials & Supplies	6,775	7,283	8,350	8,350	-	0.0%
Joint Operations	-	-	-	-	-	--
Capital Outlay	120	-	-	-	-	--
Transfers	-	-	-	-	-	--
Total Expenditures	**$ 1,300,215**	**$ 1,322,332**	**$ 1,422,169**	**$ 1,422,153**	**$ (16)**	**0.0%**
Full - Time Positions	**17**	**17**	**17**	**17**		
Part - Time Positions	**1**	**1**	**1**	**1**		

Significant Program Highlights

- The Police Department had requested funds for staff development. These were not funded but may be included in future budget cycles.

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, other responsibilities include:

- Bridge maintenance
- Street maintenance
- Sidewalk maintenance
- Street lighting
- Water and sewer utilities
- Traffic and transportation – traffic signals
- Operation of the wastewater treatment plant
- Storm water maintenance and improvements
- Solid waste management
- Landfill post-closure maintenance and monitoring
- Urban forestry and tree maintenance
- Watershed property management
- Fleet maintenance and management
- Railroad spur maintenance
- Public facilities maintenance and improvements
- Capital improvement projects – annual asphalt rehabilitation program
- Site development inspections
- Franchised utilities management – One-Dig program

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 2020 Goal

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

Fiscal Year 2020 Objectives

- Complete FY20 Asphalt-Concrete Rehabilitation Program.

- Complete Phase III PPEA utilities CIP project, including improvements to the College Terrace stormwater collection system and the upper Caroline Street sanitary sewer system.
- Complete pump upgrades at the Celebrate Virginia sanitary pumping station.
- Complete the replacement of the Route 2 & 17 sanitary pumping station.
- Complete the replacement of the Kenmore Avenue/Charlotte Street gravity sewer main.
- Develop plans for phased repairs to various pedestrian bridges on the Rappahannock Canal trail.
- Facilitate Rappahannock Canal debris and tree cleanup, repair of aeration system and water quality monitoring.
- Coordinate with Dominion Energy to begin phased installation of street lights on upper Fall Hill Avenue

Budget Summary

Engineering and Administration

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	512,178	531,134	542,400	557,800	15,400	2.8%
Fringe Benefits	219,231	214,746	220,107	225,316	5,209	2.4%
Purchased Services	35,735	71,734	76,850	79,850	3,000	3.9%
Util, Comm, Rentals, Etc.	7,496	7,014	9,000	8,500	(500)	-5.6%
Travel & Training	3,778	5,578	4,600	4,400	(200)	-4.3%
Dues & Memberships	800	1,836	1,350	1,350	-	0.0%
Materials & Supplies	9,889	4,267	5,050	5,050	-	0.0%
Capital Outlay	750	50,215	-	-	-	--
Total Expenditures	**$ 789,857**	**$ 886,524**	**$ 859,357**	**$ 882,266**	**$ 22,909**	**2.7%**
Full - Time Positions	**7**	**7**	**7**	**7**		

Industrial Rail Spur

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	13,099	-	15,500	15,500	-	0.0%
Total Expenditures	**$ 13,099**	**$ -**	**$ 15,500**	**$ 15,500**	**$ -**	**0.0%**

Significant Program Highlights

- 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. Public Facilities oversees the operation of the City of Fredericksburg Parking Garage which is staffed with attendants and operates 7 days per week.

City Council Vision 2036

Green, Clean Environment

LIVING OUR VALUES

Public Facilities continually upgrades and installs energy efficient fixtures and equipment, such as LED lighting. Additionally, a comprehensive maintenance program is now in place to ensure the mechanical systems that heat and cool our building operate at peak efficiency.

Fiscal Year 2020 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.
- Ensure the parking garage is available for parking and operational at all times.

Fiscal Year 2020 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 capital projects, including the Executive Center, the downtown Library and City Hall.
- Ensure facilities are properly and safely cleaned utilizing existing staff and provide contract staff where applicable.

- Provide operational support at the Sophia Street parking garage and ensure the entry and exit gates are fully operational.

Budget Summaries

Public Facilities

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	594,708	604,870	714,900	738,760	23,860	3.3%
Fringe Benefits	305,093	274,388	331,780	334,575	2,795	0.8%
Purchased Services	427,514	459,069	444,000	452,000	8,000	1.8%
Util, Comm, Rentals, Etc.	445,338	436,486	506,000	462,500	(43,500)	-8.6%
Travel & Training	2,546	2,124	5,100	5,100	-	0.0%
Other Non-Personal	20,902	21,225	22,420	22,420	-	0.0%
Dues & Memberships	-	-	500	500	-	0.0%
Materials & Supplies	96,120	121,078	130,200	130,200	-	0.0%
Capital Outlay	37,799	54,743	93,250	187,935	94,685	101.5%
Total Expenditures	**$ 1,930,018**	**$ 1,973,983**	**$ 2,248,150**	**$ 2,333,990**	**$ 85,840**	**3.8%**
Full - Time Positions	**13**	**13**	**13**	**13**		
Part - Time Positions	**6**	**6**	**7**	**7**		

Public Facilities – Courthouse Maintenance

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	40,082	69,906	19,400	19,400	-	0.0%
Fringe Benefits	8,187	5,348	1,400	1,484	84	6.0%
Purchased Services	96,753	123,137	173,000	183,500	10,500	6.1%
Util, Comm, Rentals, Etc.	108,105	101,713	124,000	121,500	(2,500)	-2.0%
Materials & Supplies	20,052	13,292	9,550	16,250	6,700	70.2%
Total Expenditures	**$ 273,179**	**$ 313,396**	**$ 327,350**	**$ 342,134**	**$ 14,784**	**4.5%**

Public Facilities – Train Station

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	29,308	17,851	74,000	74,000	-	0.0%
Util, Comm, Rentals, Etc.	10,361	9,353	12,000	10,500	(1,500)	-12.5%
Materials & Supplies	2,570	773	5,000	2,000	(3,000)	-60.0%
Total Expenditures	**$ 42,570**	**$ 27,977**	**$ 91,000**	**$ 86,500**	**$ (4,500)**	**-4.9%**

Downtown Branch Library Maintenance

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	-		109,578	111,250	1,672	1.5%
Util, Comm, Rentals, Etc.	-		68,500	68,500	0	0.0%
Materials & Supplies	-		15,653	18,000	2,347	15.0%
Capital Outlay	-		11,500	0	(11,500)	-100.0%
Total Expenditures	**$ -**	**$ -**	**$ 205,231**	**$ 197,750**	**$ (7,481)**	**-3.6%**

Significant Program Highlights

- The City assumed maintenance responsibility for the downtown branch beginning in FY 2018.
- The Capital Outlay includes:

    - A new van
    - Equipment replacements
    - Improvements at Commonwealth's Attorney Office, City Shop and City Hall
    - Parking Lot Sealing at City Hall and the Dorothy Hart Community Center
    - Police AC Unit
- Expenses related to the move to Executive Plaza.

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 2020 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 2020 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.
- Analyze impacts caused by changes in the global recycling markets, and develop strategies to adapt.
- Coordinate with the R-Board to address new methods of recycling glass containers.

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	68,124	77,437	78,950	81,060	2,110	2.7%
Fringe Benefits	50,567	55,495	47,468	46,622	(846)	-1.8%
Purchased Services	-	-	-	-	-	--
Util, Comm, Rentals, Etc.	160	-	-	-	-	--
Materials & Supplies	15,706	8,106	9,070	9,100	30	0.3%
Total Expenditures	**$ 134,557**	**$ 141,038**	**$ 135,488**	**$ 136,782**	**$ 1,294**	**1.0%**
Full - Time Positions	**2**	**2**	**2**	**2**		

Significant Program Highlights

- There are no significant budgetary changes.

GENERAL FUND – PUBLIC WORKS
REFUSE

The Refuse Disposal program includes funding for tipping fees for the Rappahannock Regional Solid Waste Management Board (R-Board) and the City's cost to maintain CSR Landfill, which is now closed.

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 have positively impacted R-Board finances.

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 2020 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 2020 Objectives

- Continue efforts of accurately tracking material and tipping weights with R-Board.
- Actively engage the community and work with the R-Board to alleviate the increased cost for the disposal of recyclable materials. Recycling costs have increased significantly because of changes in the global market for these materials.

Cool Springs Landfill (Closed)

Fiscal Year 2020 Goal

- Perform maintenance of the Cool Springs Landfill.

Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	134,757	121,026	118,650	118,650	-	0.0%
Util, Comm, Rentals, Etc.	3,328	3,327	2,500	3,500	1,000	40.0%
Materials & Supplies	7	-	2,000	2,000	-	0.0%
Joint Operations	1,349,431	223,659	252,000	306,000	54,000	21.4%
Total Expenditures	**$ 1,487,523**	**$ 348,012**	**$ 375,150**	**$ 430,150**	**$ 55,000**	**14.66%**

Significant Program Highlights

- The Capital Budget includes cart replacements.
- Joint Operations expenses are the tipping fees the City pays for refuse disposal at the R-Board landfill. The increase is included to offset an increase in recycling costs.
- FY 2017 included landfill closure expenses, which are considered a one-time expense.
- The Capital Improvements Plan currently includes potential financing for Cell F3 in FY 2021.

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 2020 Goal

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

Fiscal Year 2020 Objectives

- Continue to provide city residents and businesses with dependable 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	4,200	4,300	4,300

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	384,219	350,826	366,300	344,020	(22,280)	-6.1%
Fringe Benefits	286,384	238,971	232,587	217,228	(15,359)	-6.6%
Purchased Services	-	-	600	600	-	0.0%
Other Non-Personal	1,004	560	1,100	1,100	-	0.0%
Materials & Supplies	10,059	35,633	19,990	20,165	175	0.9%
Capital Outlay	92,890		-	45,000	45,000	--
Total Expenditures	**$ 774,556**	**$ 625,990**	**$ 620,577**	**$ 628,113**	**$ 7,536**	**1.2%**
Full - Time Positions	**11**	**11**	**9**	**9**		

Significant Program Highlights

- Salaries & Wages and Fringe Benefits reflect two positions moving mid-year FY 2019 to the Street Sanitation division.
- The increase in capital is for refuse and recycling carts.

Cost Recovery Table

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Refuse Disposal	1,487,523	348,012	375,150	430,150	55,000	14.66%
Refuse Collection	774,556	625,990	620,577	628,113	7,536	1.21%
Recycling Collection	134,557	141,038	135,488	136,782	1,294	0.96%
Capital Improvement Plan	99,005			166,300	166,300	--
Total Expenditures	**$ 2,495,641**	**$ 1,115,040**	**$ 1,131,215**	**$ 1,361,345**	**$ 230,130**	**20.3%**
Revenues						
Solid Waste Fees	998,126	1,017,212	1,100,000	1,200,000	100,000	9.1%
Refuse Disposal Permits	3,240	3,930	1,200	1,200	-	0.0%
Total Revenue	**$ 998,126**	**$ 1,017,212**	**$ 1,100,000**	**$ 1,200,000**	**$ 100,000**	**9.1%**
Percent Recovery	**39.99%**	**91.23%**	**97.24%**	**88.15%**		

- FY 2017 expenses for refuse disposal included equipment purchases at the R-Board, a facility jointly owned by the City and Stafford County.
- The CIP includes a new refuse truck.

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 234 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 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	571,663	544,872	595,300	622,270	26,970	4.5%
Fringe Benefits	338,095	290,922	325,421	325,517	96	0.0%
Purchased Services	10,064	13,809	5,900	7,900	2,000	33.9%
Util, Comm, Rentals, Etc.	41,975	42,409	46,300	43,300	(3,000)	-6.5%
Travel & Training	1,803	1,805	2,800	3,100	300	10.7%
Materials & Supplies	233,468	253,406	292,800	279,000	(13,800)	-4.7%
Capital Outlay	10,594	9,749	5,100	31,450	26,350	516.7%
Total Expenditures	**$ 1,207,662**	**$ 1,156,972**	**$ 1,273,621**	**$ 1,312,537**	**$ 38,916**	**3.1%**
Full - Time Positions	**12**	**12**	**12**	**12**		

Significant Program Highlights

- The FY 2020 budget request included a full-time mechanic. Although not funded, it may be included in future budget requests.

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 2020 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 2020 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.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	17,541	24,811	20,000	20,000	-	0.0%
Fringe Benefits	1,899	2,597	2,530	2,350	(180)	-7.1%
Purchased Services	-	-	50,000	50,000	-	0.0%
Travel & Training	-	-	5,000	5,000	-	0.0%
Materials & Supplies	43,652	28,790	46,000	46,000	-	0.0%
Capital Outlay	6,442	10,688	-	15,000	15,000	--
Total Expenditures	**$ 69,534**	**$ 66,886**	**$ 123,530**	**$ 138,350**	**$ 14,820**	**12.0%**

Significant Program Highlights

- Capital costs are for new snow plows.

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	13,530	5,650	12,500	12,500	-	0.0%
Util, Comm, Rentals, Etc.	392,474	371,273	400,000	390,000	(10,000)	-2.5%
Materials & Supplies	9,520	7,041	30,000	30,000	-	0.0%
Total Expenditures	**$ 415,524**	**$ 383,964**	**$ 442,500**	**$ 432,500**	**$ (10,000)**	**-2.3%**

Significant Program Highlights

- No significant program changes,

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 2020 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 2020 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.

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 33rd Year in a Row!

TREE CITY USA®

Budget Summaries

Street Maintenance

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	591,543	611,106	621,600	617,800	(3,800)	-0.6%
Fringe Benefits	329,835	265,697	340,310	337,897	(2,413)	-0.7%
Purchased Services	54,088	62,083	50,000	55,000	5,000	10.0%
Util, Comm, Rentals, Etc.	2,173	2,070	8,400	8,400	-	0.0%
Travel & Training	4,450	6,226	3,600	3,600	-	0.0%
Materials & Supplies	143,839	132,901	159,700	159,700	-	0.0%
Capital Outlay	104,490	189,935	4,500	109,500	105,000	2333.3%
Total Expenditures	**$ 1,230,418**	**$ 1,270,018**	**$ 1,188,110**	**$ 1,291,897**	**$ 103,787**	**8.7%**
Full - Time Positions	**13**	**13**	**13**	**13**		

Urban Forestry (Tree Planting)

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	46,285	44,771	45,000	45,000	-	-
Materials & Supplies	37,460	29,602	40,000	40,000	-	-
Total Expenditures	**$ 83,745**	**$ 74,373**	**$ 85,000**	**$ 85,000**	**$ -**	**$ -**

Significant Program Highlights

- The Street Maintenance capital outlay includes a dump truck and tree chipper.

GENERAL FUND
PUBLIC WORKS – STREET SANITATION

Activities for 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 2020 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 2020 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.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	450,757	494,367	524,400	598,770	74,370	14.2%
Fringe Benefits	304,202	276,645	335,768	372,962	37,194	11.1%
Purchased Services	24,367	6,856	28,600	28,600	-	0.0%
Util, Comm, Rentals, Etc.	1,590	1,727	1,200	1,200	-	0.0%
Travel & Training	124	225	-	1,500	1,500	--
Materials & Supplies	26,434	17,577	26,620	29,715	3,095	11.6%
Capital Outlay	223,361	81,242	32,200	67,700	35,500	110.2%
Total Expenditures	**$ 1,030,835**	**$ 878,639**	**$ 948,788**	**$ 1,100,447**	**$ 151,659**	**16.0%**
Full - Time Positions	**12**	**12**	**14**	**15**		

Significant Program Highlights

- A full-time Crew Leader for trash and litter control was added in the FY 2020 Budget.
- Two positions were shifted from Refuse Collection during FY 2019.
- Capital Outlay is for equipment.

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 2020 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 2020 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.
- Install new Rectangular Rapid Flashing Beacons (RRFBs) at four locations (TBD) to enhance pedestrian safety.
- Develop City standards and specifications for traffic signage and street lighting.

- 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	301,438	336,152	337,800	339,430	1,630	0.5%
Fringe Benefits	159,707	168,242	167,837	164,246	(3,591)	-2.1%
Purchased Services	89,229	54,468	97,200	113,200	16,000	16.5%
Util, Comm, Rentals, Etc.	23,455	26,612	25,000	27,000	2,000	8.0%
Travel & Training	1,366	6,812	4,900	4,900	-	0.0%
Dues & Memberships	-	-	450	540	90	20.0%
Materials & Supplies	72,971	111,001	82,500	91,300	8,800	10.7%
Capital Outlay	169,169	106,138	105,300	135,000	29,700	28.2%
Total Expenditures	**$ 817,335**	**$ 809,425**	**$ 820,987**	**$ 875,616**	**$ 54,629**	**6.7%**
Full - Time Positions	**6**	**6**	**6**	**6**		

Significant Program Highlights

- Increases in Purchased Services and material & Supplies reflect increased service demands.
- The Capital Outlay line varies from year to year based on need.

GENERAL FUND
SAFETY AND RISK MANAGEMENT PROGRAM

The Safety and Risk Management program works to ethically protect the City's human, physical, and financial assets by fostering a proactive culture of occupational safety and risk reduction for all City employees. Program staff ensure that training and professional development activities are provided to ensure compliance with local, state, and federal regulations; provide leadership for the City Safety and Accident Review Committees; and serve as the primary contact with the City's insurer for workers' compensation and property and general liability claims.

- Works with insurance adjustors, claims representatives, state officials, and legal representatives to improve point of injury and loss reporting. Initiates and coordinates citywide light duty and return to work program.
- Identifies injury trends and implements programs to improve injury statistics.
- Reports workplace hospitalizations and fatalities to the State Occupational Safety and Health Administration (VOSH) as required.
- Conducts accident / incident investigations, determines probable and root causes, and makes recommendations for corrective actions.
- Conducts scheduled and unscheduled regular physical inspections of all City Facilities, properties, City job sites, and Special Events for any unsafe acts or recognized hazards to ensure compliance with the City Safety Policy, applicable codes, regulations, standards and guidelines. The Safety Manager has immediate stop work authority at said sites to mitigate catastrophic damages.
- Communicates with Executive Management, city officials, employees, state/federal regulators, insurance representatives, consultants, the public, the media, outside agencies, and other individuals as needed to coordinate work activities, review status of work, exchange information, or resolve issues.
- Ensures all safety related documentation complies with regulatory requirements.
- Enrolls the City in State and Nationwide Emergency Drills and Safety Stand Downs.
- Serves as liaison with municipal and State code enforcement personnel for compliance with fire, life, safety, and other regulatory codes.

Fiscal Year 2020 Goal

- Continue to improve the culture of safety established through training, assessments, inspections, and safety guidance.

Fiscal Year 2020 Objectives

- Continue to cultivate active management involvement and commitment to safety, as well as active employee participation and responsibility.
- Conduct the annual driving matrix records review ensuring that employees comply with the City's policies.
- Improve and expand employee communication about the use of appropriate Personal Protective Equipment.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	68,250	67,758	70,000	60,560	(9,440)	-13.5%
Fringe Benefits	28,345	25,034	28,540	26,345	(2,195)	-7.7%
Purchased Services	2,705	5,594	11,000	11,000	-	0.0%
Util, Comm, Rentals, Etc.	35	55	600	600	-	0.0%
Travel & Training	1,274	2,760	11,500	9,500	(2,000)	-17.4%
Dues & Memberships	81	-	200	800	600	300.0%
Materials & Supplies	5,183	1,325	7,550	6,950	(600)	-7.9%
Capital Outlay	-	-	-	-	-	--
Total Expenditures	**$ 105,873**	**$ 102,526**	**$ 129,390**	**$ 115,755**	**$ (13,635)**	**-10.5%**
Full - Time Positions	**1**	**1**	**1**	**1**		

Significant Program Changes

- There are no significant program changes.

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 2020 Goal

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

Fiscal Year 2020 Objective

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

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 2020 Goal

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

Fiscal Year 2020 Objectives

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

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	1,396,126	1,475,117	1,469,300	1,509,630	40,330	2.7%
Fringe Benefits	610,429	630,728	645,011	640,790	(4,221)	-0.7%
Purchased Services	11,502	8,889	11,145	11,445	300	2.7%
Util, Comm, Rentals, Etc.	19,630	19,393	20,310	20,810	500	2.5%
Travel & Training	2,927	3,287	3,300	3,300	-	0.0%
Other Non-Personal	-	-	1,800	1,800	-	0.0%
Dues & Memberships	1,100	1,336	1,300	1,500	200	15.4%
Materials & Supplies	67,801	83,838	69,100	73,900	4,800	6.9%
Joint Operations	10,703	12,956	13,000	14,000	1,000	7.7%
Capital Outlay	62,132	45,198	65,000	40,000	(25,000)	-38.5%
Total Expenditures	**$ 2,182,350**	**$ 2,280,742**	**$ 2,299,266**	**$ 2,317,175**	**$ 17,909**	**0.8%**
Revenues						
Compensation Board	$ 500,897	$ 551,559	$ 540,000	$ 0	$ 10,000	1.9%
Security Center Reimbursement	13,288	19,574	16,000	0	$ -	0.0%
Sheriff's Fees	2,827	2,827	2,800	0	$ -	0.0%
Courthouse Security Fees	44,007	59,960	50,000	0	$ -	0.0%
Total Revenue	**$ 561,019**	**$ 633,920**	**$ 608,800**	**$ 0**	**$ 10,000**	**1.6%**
						--
Percent Recovery	**25.71%**	**27.79%**	**26.48%**	**0.00%**		**0.0%**
Full - Time Positions	**23**	**23**	**23**	**23**		
Part - Time Positions	**13**	**14**	**14**	**14**		

Significant Program Highlights

- The Capital Outlay includes one new vehicle. The Sheriff had requested three. Future budget cycles will likely include a more robust vehicle replacement schedule.

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 - FY19 Adopted	FY20 - FY19 Adopted
Transfer to School Fund	27,544,710	28,389,710	28,844,710	30,244,710	1,400,000	4.9%
Transfer to School Grants - Head Start	215,500	215,500	215,500	215,500	-	0.0%
Transfer to Debt Service Fund	7,319,846	8,150,203	8,273,000	8,622,580	349,580	4.2%
Transfer to Parking Fund		-	50,000	50,000	-	0.0%
Transfer to Capital Fund	2,947,650	3,036,916	3,180,000	2,234,500	(945,500)	-29.7%
Transfer to School Capital Fund	-	-	-	764,000		--
Transfer to Public Assistance	1,067,431	1,040,000	940,000	1,000,000	60,000	6.4%
Transfer to CSA Fund	675,275	765,275	940,000	1,400,000	460,000	48.9%
Transfer to Victim-Witness	70,460	40,000	50,000	-	(50,000)	-100.0%
Transfer to ED Opportunity Fund	-	75,000	-	-	-	--
Transfer to Grants - Arts	35,000	35,000	35,000	35,000	-	0.0%
Transfer to Grants Fund	155,350	107,000	102,096	152,000	49,904	48.9%
Transfer to EDA Fund	124,315	107,512	165,000	154,650	(10,350)	-6.3%
Transfer to City Grants - Regional Tourism	121,000	121,000	121,000	121,000	-	0.0%
Transfer to Storm Water	125,500	100,000	134,000	-	(134,000)	-100.0%

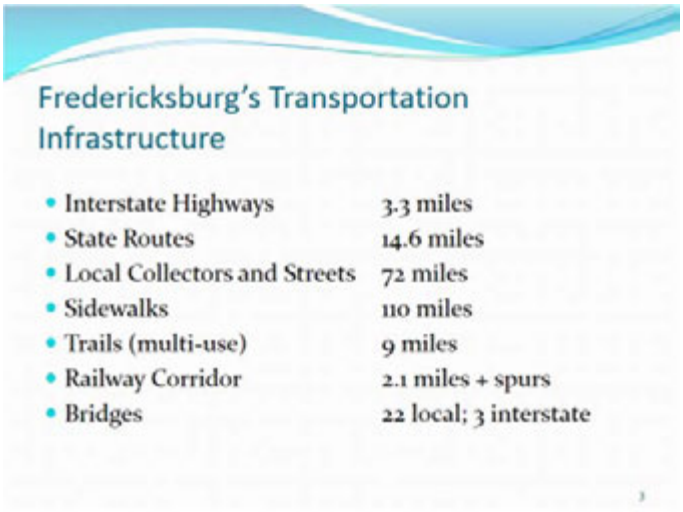
Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 - FY19 Adopted	FY20 - FY19 Adopted
Transfer to Riparian Lands Stewardship Fund	-	24,700	52,125	55,000	2,875	5.5%
Jail Stabilization - Reserve for Jail Debt Service	-	-	605,000	-	(605,000)	-100.0%
Reserved for Pay Plan	-	-	40,000	120,000	80,000	200.0%
Contingency	-	-	525,000	500,000	(25,000)	-4.8%
Attrition Savings	-	-	(250,000)	(250,000)	-	0.0%
Total Expenditures	**40,402,037**	**42,207,816**	**44,022,431**	**45,418,940**	**632,509**	**1.4%**

Significant Program Highlights

- The general fund transfer to the Fredericksburg City Public Schools is an increase of $1,000,000 or 3.5%.
- The increase for the general fund transfer to debt service is $349,580 or 4.2% as the City pays a full year's principal and interest related to the 2018 bonds issued in 2018.
- 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 2020. 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 $500,000. The FY 2020 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.
- The transfer to the Riparian Lands Stewardship Fund is $55,000. 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 Transportation Division engages in long-term transportation planning at both the local and regional levels. The Division actively pursues funding to develop and maintain the City's transportation infrastructure, which includes roads, railways, bicycle/pedestrian facilities, and bridges. The internal Transportation Planning Team was created to identify, analyze, and address a full range of transportation issues within the City.



A crucial task when receiving transportation funding is to implement the approved projects. Consequently, the Division is now responsible for the local administration of several funded construction projects. For both locally-administered as well as state-administered projects, the Administrator maintains a close liaison with the Virginia Department of Transportation and FAMPO.

The Division is staffed by the Transportation Planner, who reports directly to the Assistant City Manager for Public Works. This organizational structure provides for a solid planning capability that gets needed transportation projects into a funding pipeline that extends several years into the future. Equally important, though, is the capability to administer multiple projects, to expend the funds so carefully obtained within specified timeframes

Fiscal Year 2020 Goal

- Continue to aggressively seek funding for City projects.
- The Transportation Administrator will complete VDOT training to become certified for handling Locally Administered Programs.
- Develop the necessary capacity, which may include additional staffing resources, to properly administer funded projects.

Fiscal Year 2020 Objective

- Work with FAMPO and VDOT to continue to secure transportation funding for City needs.
- Provide regular transportation updates to City Council.
- Administer the implementation of funded transportation projects.

Program budget also provides funding for accomplishing the following additional tasks:

- Administer the City's Records Management program – to include support to departments with archiving and an on-site shredding program.
- Develop and maintain the City's wayside exhibit panels.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	52,233	98,459	99,500	102,440	2,940	3.0%
Fringe Benefits	18,284	36,469	35,232	35,320	88	0.2%
Purchased Services	10,416	7,995	14,000	8,000	(6,000)	-42.9%
Util, Comm, Rentals, Etc.	-	608	1,460	1,460	-	0.0%
Travel & Training	21	245	1,500	1,500	-	0.0%
Dues & Memberships	-	160	250	250	-	0.0%
Materials & Supplies	259	1,143	5,350	8,500	3,150	58.9%
Total Expenditures	**$ 81,213**	**$ 145,079**	**$ 157,292**	**$ 157,470**	**$ 178**	**0.1%**
Full - Time Positions	**1**	**1**	**1**	**1**		

Significant Program Highlights

- Received in excess of $30 million for local infrastructure needs (no matching City funds required).
- Additional staffing resources may be necessary in future years to administer funded projects.

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 2020 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 2020 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, Finance 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 2020 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 2020 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.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	396,893	399,189	446,500	463,625	17,125	3.8%
Fringe Benefits	213,211	199,047	218,023	225,162	7,139	3.3%
Purchased Services	20,557	24,855	63,300	65,850	2,550	4.0%
Util, Comm, Rentals, Etc.	43,624	54,061	50,600	54,600	4,000	7.9%
Travel & Training	2,717	4,001	4,750	4,750	-	0.0%
Other Non-Personal	55,453	47,029	60,000	45,000	(15,000)	-25.0%
Dues & Memberships	1,145	1,020	1,100	600	(500)	-45.5%
Materials & Supplies	4,868	4,127	4,700	5,430	730	15.5%
Capital Outlay	-	-	-	200	200	--
Fiscal Agent Fees	29,425	34,156	35,000	35,000	-	0.0%
Total Expenditures	**$ 767,893**	**$ 767,485**	**$ 883,973**	**$ 900,217**	**$ 16,244**	**1.8%**
Revenues						
State Revenue	$ 100,000	$ 98,400	$ 100,000	$ 110,000	$ 10,000	10.0%
Total Revenue	**$ 100,000**	**$ 98,400**	**$ 100,000**	**$ 110,000**	**$ 10,000**	**10.0%**
Percent Recovery	**13.02%**	**12.82%**	**11.31%**	**12.22%**	**0.91%**	**8.02%**
Full - Time Positions	**8**	**8**	**8**	**8**		
Part - Time Positions	**1**	**1**	**2**	**2**		

Significant Program Highlights

- No significant program changes.

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 2020 Goal

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

Fiscal Year 2020 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 5, 2019 General Election (VA Senate & House)
  - March 3, 2020 Primary Election (Presidential)
  - May 5, 2020 General Election (City Offices)
  - June 9, 2020 Primary Election (US Senate & House)

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	108,297	112,991	137,400	156,300	18,900	13.8%
Fringe Benefits	32,074	36,562	56,711	59,047	2,336	4.1%
Purchased Services	71,606	55,514	61,200	72,000	10,800	17.6%
Util, Comm, Rentals, Etc.	7,356	4,635	9,000	8,100	(900)	-10.0%
Travel & Training	1,576	2,278	3,200	3,200	-	0.0%
Dues & Memberships	320	626	625	625	-	0.0%
Materials & Supplies	7,098	1,144	5,500	4,500	(1,000)	-18.2%
Capital Outlay	39,996	-	33,500	30,000	(3,500)	-10.4%
Total Expenditures	**$ 268,323**	**$ 213,750**	**$ 307,136**	**$ 333,772**	**$ 26,636**	**8.7%**
Revenues						
Compensation Board	41,896	42,321	40,000	0	1,500	3.8%
Total Revenue	**$ 41,896**	**$ 42,321**	**$ 40,000**	**$ 0**	**$ 1,500**	**3.8%**
Percent Recovery	**15.61%**	**19.80%**	**13.02%**	**0.00%**		**0.0%**
Full - Time Positions	**1**	**1**	**2**	**2**		
Part - Time Positions	**2**	**2**	**1**	**1**		

Significant Program Changes

- Increases reflect the needs of the Registrar especially in regards to changing regulations.

BASEBALL STADIUM FUND

Potomac Baseball, LLC, is designing and constructing a multi-purpose stadium in Celebrate Virginia South scheduled to open in April 2020. This stadium will be the new home of the Potomac Nationals minor league baseball team. The stadium will also be available for a variety of other public and private uses throughout the year.

As part of a larger agreement, the City has agreed to pay the team $1,050,000 per year in quarterly installments. The first quarter under the agreement occurred in FY 2020, and revenue related to agreements from various sources as well as payments to the team will be tracked through this fund.

Budget Summary

Expenditures	FY2018 Actual	FY 2019 Actual	FY 2020 Revised
Civic Organizations	$ -	$ -	$ 262,500
Maintenance Service Contracts	$ -	$ -	$ -
Other Professional Services	$ -	$ -	$ 5,000
Repairs & Maintenance	$ -	$ -	$ -
Total Expenditures	**$ -**	**$ -**	**$ 267,500**
Revenues			
Local Revenues	$ -	$ -	$ 267,500
Total Revenue	**$ -**	**$ -**	**$ 267,500**
Full Time Positions	0	0	0

Significant Program Highlights

- Balances will be available in future years to fund any subsequent shortfalls or for other City needs.
- The FY 2020 budget includes the first quarterly payment to the team and a small allowance for City parks and recreation program expenses that might occur in the stadium. FY 2020 is the initial year of this program.

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Purchased Services	22,320	16,127	95,000	95,000	-	-
Total Expenditures	**$ 22,320**	**$ 16,127**	**$ 95,000**	**$ 95,000**	**$ -**	**$ -**
Revenues						
Penalties and Interest	1,185	4,700	-	-	-	--
Reimbursements	18,707	33,120	20,000	20,000	-	0.0%
General Fund Transfer	-	-	-	-	-	--
Fund Balance	-	-	75,000	75,000	-	0.0%
Total Revenue	**$ 19,892**	**$ 37,820**	**$ 95,000**	**$ 95,000**	**$ -**	**0.0%**

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change FY 2020 - FY 2019
Victim Witness	172,013	163,632	182,430	183,473	0.57%
Virginia Domestic Violence	53,901	61,132	69,613	72,383	3.98%
Records Preservation Grant	27,742	12,592	28,000	28,000	0.00%
Crime Prevention	1,000				
PD Community Projects	8,193	10,485			
PD Police Memorial		19,521			
DMV Grants	19,838	14,499	23,000	23,000	0.00%
ICAC -Internet Crimes Against Children	5,262	5,458	6,000	6,000	0.00%
Virginia E-911	2,000	1,448	2,000	3,000	50.00%
2018 PSAP NG911 GIS Grant		40,069			
2018 DCJS FBI Narcotics Task force		19,238			
E-911 Text			75,300		-100.00%
Prisoner Extradition	16,057	21,912		15,000	
E-Summons	2,040	10,878	20,000	20,000	0.00%
Justice Administration Grant	15,856		18,500	18,500	0.00%
Fire & Rescue Services - Donations		14,811			
Hazmat Response	17,445	12,944	30,000	30,000	0.00%
Fire Services	71,583	76,367	107,192	84,061	-21.58%
Rescue – Four-for-Life	31,789		32,000		-100.00%
Local Emergency Performance Grant	10,652	10,704	10,680	10,680	0.00%
FY18 Stop Bleed Program		5,500			

Expenditure Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	Change FY 2020 - FY 2019
2018 OEMS Grant Video Laryng.		8,656			
LEMPG - Supplemental			30,000		-100.00%
VDEM & SHSP Grants	214,562	227,244			
Tree Restoration				5,500	
United Way Special Events	26,531	31,634	30,000	30,000	0.00%
Soap Box Derby	13,254	-	-		
Starfires	2,098	7,304	6,000	-	-100.00%
Cossey Park	364	457	1,000	1,000	0.00%
FSPA - Old Mill Park	21,520	84			
Hurkamp Picnic	4,674	4,416	8,000	5,500	-31.25%
Farmer's Market	17,222	27,773	24,000	28,892	20.38%
NRPA Out of School Time	188	9,370	-	2,000	
Midnight Madness	11,991	4,154	15,000	15,000	0.00%
War Memorial	2,576	326		1,000	
Fredericksburg Arts Commission	37,055	40,274	40,500	40,500	0.00%
PEG Access	47,928	10,040	40,200	40,200	0.00%
CDBG	155,855	229,770	228,630	270,546	18.33%
VA DHR Archaeological Grant		20,278	-	30,000	
Wayside Signs				4,000	
CDBG (Removal of Architectural Barriers)	4,243	5,000	5,000	5,000	0.00%
Downtown 31 (First Night)	15,876	9,270	10,000	10,500	5.00%
Regional Group Tourism	189,403	102,732	150,000	150,000	0.00%
Regional Consumer Marketing	359,440	337,038	363,000	363,000	0.00%
Misc. Grants	-	-	50,000	50,000	0.00%
Total Fund	**1,580,151**	**1,577,010**	**1,606,045**	**1,546,735**	**-3.69%**

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	FY 2020 Adopted	Federal	State	Other	FY 2020 General Fund Transfer	Use of City Grants Fund Balance
Victim Witness	183,473	100,000	33,000	-		50,473
Virginia Domestic Violence	72,383		45,000			27,383
Records Preservation Grant	28,000		28,000			
Crime Prevention						
PD Community Projects						
PD Police Memorial						
DMV Grants	23,000		23,000			
ICAC -Internet Crimes Against Childre	6,000		6,000			
Virginia E-911	3,000		3,000			
2018 PSAP NG911 GIS Grant						
2018 DCJS FBI Narcotics Task force						
E-911 Text						
Prisoner Extradition	15,000			5,000		10,000
E-Summons	20,000			20,000		-
Justice Administration Grant	18,500	18,500				
Hazmat Response	30,000		30,000			
Fire Services	84,061		84,061			
Local Emergency Performance Grant	10,680		10,680			
Tree Restoration	5,500					5,500
United Way Special Events	30,000			30,000		
Cossey Park	1,000					1,000
Hurkamp Picnic	5,500			5,500		
Farmer's Market	28,892			11,500	17,000	392
NRPA Out of School Time	2,000					2,000
Midnight Madness	15,000			2,000	2,000	11,000
War Memorial	1,000					1,000
Fredericksburg Arts Commission	40,500		5,500		35,000	
PEG Access	40,200			18,000		22,200
CDBG	270,546	192,416			59,000	19,130
VA DHR Archaeological Grant	30,000		15,000		15,000	
Wayside Signs	4,000					4,000
CDBG (Removal of Architectural Barriers)	5,000					5,000
Downtown 31 (First Night)	10,500			500	9,000	1,000
Regional Group Tourism	150,000			100,000	50,000	
Regional Consumer Marketing	363,000			242,000	121,000	
Misc. Grants	50,000	-	-	50,000	-	-
Total Fund	**1,546,735**	**310,916**	**283,241**	**484,500**	**308,000**	**160,078**

Significant Program Highlights

- The transfer from the General Fund is $308,00
- A placeholder of $50,000 is included for grants that may be received throughout FY 2020.
- 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 2020 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 2020 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.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	44,746	53,027	47,542	51,196	3,654	7.7%
Fringe Benefits	18,420	19,633	23,707	33,437	9,730	41.0%
Travel & Training	2,063	3,370	4,300	4,300	-	0.0%
Other Non-Personal	2,107,766	2,212,360	2,717,240	3,833,377	1,116,137	41.1%
Materials & Supplies	1,565	1,251	2,200	2,200	-	0.0%
Total Expenditures	**$ 2,174,561**	**$ 2,289,641**	**$ 2,794,989**	**$ 3,924,510**	**$ 1,129,521**	**40.4%**
Revenues						
State Revenue	1,389,367	1,390,230	1,686,133	2,401,311	715,178	42.4%
Other Revenue	32,881	36,893	26,000	42,300	16,300	62.7%
Transfer -General Fund	675,275	765,275	940,000	1,400,000	460,000	48.9%
Fund Balance	-	-	142,856	80,899	(61,957)	-43.4%
Total Revenue	**$ 2,097,523**	**$ 2,192,398**	**$ 2,794,989**	**$ 3,924,510**	**$ 1,129,521**	**40.4%**
Full - Time Positions	**1**	**1**	**1**	**1**		

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 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 $1,480,000 in FY 2020 to assist in meeting the increased costs of these mandated services. The FY 2019 transfer from the General Fund was originally $940,000. The City supplemented this funding during the year based on the needs of the program, and the amount of the transfer was increased by an additional $380,000 to a total of $1,320,000 in FY 2019.

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 2020 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 2020 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.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	1,779,241	1,876,619	2,004,621	2,075,707	71,086	3.5%
Fringe Benefits	814,605	823,846	879,284	925,318	46,034	5.2%
Purchased Services	153,081	237,091	205,500	218,500	13,000	6.3%
Util, Comm, Rentals, Etc.	115,225	111,847	133,400	136,900	3,500	2.6%
Travel & Training	13,254	10,984	23,900	23,400	(500)	-2.1%
Other Non-Personal	2,060,465	2,288,309	2,811,200	2,929,400	118,200	4.2%
Dues & Memberships	1,436	1,961	1,700	3,000	1,300	76.5%
Materials & Supplies	35,335	33,416	36,800	40,400	3,600	9.8%
Capital Outlay	33,156	31,326	30,500	58,500	28,000	91.8%
Total Expenditures	**$ 5,005,798**	**$ 5,415,399**	**$ 6,126,905**	**$ 6,411,125**	**$ 284,220**	**4.6%**
Revenues						
Federal Revenue	2,413,390	2,656,838	2,837,432	2,955,516	118,084	4.2%
State Revenue	1,567,770	1,729,278	2,069,854.52	2,149,626	79,771	3.9%
Transfer -General Fund	1,067,431	1,040,000	940,000	1,000,000	60,000	6.4%
Recovered Cost - Misc	49,359	52,260	66,272	78,730	12,458	18.8%
Fund Balance	-	-	213,346	227,253	13,907	6.5%
Total Revenue	**$ 5,097,950**	**$ 5,478,376**	**$ 6,126,905**	**$ 6,411,125**	**$ 284,220**	**4.6%**

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 $1,000,000.
- The budget includes the use of fund balance available in the Social Services Operating Fund in FY 2020 to meet the needs of the fund.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) FUND

The City established an OPEB 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 in FY 2017 and an additional $200,000 in FY 2019.

Continued contributions in future years will continue to assist the City in reducing the long-term liability for OPEB.

Budget Summaries

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Other Non-Personal	1,348	1,857	5,000	5,000	-	0%
Total Expenditures	**$ 1,348**	**$ 1,857**	**$ 5,000**	**$ 5,000**	**$ -**	**0%**
Revenues						
Interest on Investments		$ 117,970			-	--
Unrealized Gain/Loss on AIM		292			-	--
Earnings on Investments - AIM	128,316	-	-	-	-	--
City Contribution	112,000	-	-	-	-	--
Fund Balance		-	5,000	5,000	-	0%
Total Revenue	**$ 240,316**	**$ 118,262**	**$ 5,000**	**$ 5,000**	**$ -**	**0%**

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.

General Parking

Fiscal Year 2020 Goal

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

Fiscal Year 2020 Objectives

- Implement construction of a parking lot, in conjunction with the University of Mary Washington, south of Hanover Street near the athletic complex. This project is funded through the capital budget.

Sophia Street Parking Garage

Fiscal Year 2020 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 2020 Objectives

- If necessary, complete the next major capital maintenance project for the Sophia Street Parking Garage through the capital budget. The project should be underway in FY 2019.

- Evaluate the impact of the new parking access system on the Parking Garage, which will be implemented during FY 2019.

- Evaluate the impact on the Parking Garage of the anticipated construction of the Riverfront Park, which will increase the potential demand in the garage.

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	101,561	106,292	110,605	113,553	2,949	2.7%
Fringe Benefits	21,182	19,486	31,257	31,115	(142)	-0.5%
Purchased Services	90,200	45,837	54,500	54,500	-	0.0%
Util, Comm, Rentals, Etc.	45,979	61,065	63,800	63,800	-	0.0%
Other Non-Personal	3,368	2,920	4,000	4,000	-	0.0%
Materials & Supplies	6,398	5,524	7,800	7,800	-	0.0%
Capital Outlay	154,436	157,071	163,000	163,000	-	0.0%
Transfers	70,271	64,509	299,847	299,658	(189)	-0.1%
Total Expenditures	**$ 493,395**	**$ 462,704**	**$ 734,809**	**$ 737,427**	**$ 2,618**	**0.4%**
Revenues						
Parking Fees	247,274	276,452	268,000	268,000	-	0.0%
Other Local Revenues	36,506	11,521	21,500	21,500	-	0.0%
Motor Fuels Tax	230,000	245,117	250,000	250,000	-	0.0%
Fund Balance	-	-	195,309	197,927	2,618	1.3%
Total Revenue	**$ 513,780**	**$ 533,090**	**$ 734,809**	**$ 737,427**	**$ 2,618**	**0.4%**
Full - Time Positions	1	1	1	1		
Part - Time Positions	3	3	3	3		

Significant Program Highlights

- 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 2020 is $250,000. This is the same level as FY 2019. 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 decrease slightly due to a decrease in maintenance service contracts.

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	35,649	60,264	55,695	57,900	2,205	0
Fringe Benefits	9,339	22,094	22,180	22,982	802	0
Purchased Services	-	330	1,200	1,200	-	-
Util, Comm, Rentals, Etc.	803	928	1,200	1,000	(200)	(0)
Travel & Training	-	273	1,200	1,200	-	-
Materials & Supplies	4,027	6,072	6,700	6,800	100	0
Capital Outlay	4,514	4,514	3,849	3,000	(849)	(0)
Transfers	-	-	1,300	1,300	-	-
Total Expenditures	**$ 54,332**	**$ 94,475**	**$ 93,324**	**$ 95,382**	**$ 2,058**	**$ 0**
Revenues						
Interest on Investments	9,334	13,948	12,000	12,000	-	0.0%
County of Spotsylvania	13,700	13,700	13,700	13,700	-	0.0%
County of Stafford	13,700	13,700	13,700	13,700	-	0.0%
Recovered Cost	500	-	-	-	-	--
Transfer -General Fund	-	24,700	52,125	55,000	2,875	5.5%
Fund Balance	-	-	1,799	982	(817)	-45.4%
Total Revenue	**$ 37,234**	**$ 66,048**	**$ 93,324**	**$ 95,382**	**$ 2,058**	**2.2%**
Full-Time Positions	**1**	**1**	**1**	**1**		

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 $55,000. The level of General Fund support has increased over the past three years, but it expected to stabilize going forward.
- The City is grateful for the support of Spotsylvania County 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 2020 Goals

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

Fiscal Year 2020 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 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	141,421	286,917	292,509	298,700	6,191	2.1%
Fringe Benefits	48,645	94,615	150,374	148,364	(2,010)	-1.3%
Purchased Services	-	32,016	101,000	112,000	11,000	10.9%
Util, Comm, Rentals, Etc.	56	5,194	7,800	8,600	800	10.3%
Travel & Training	15	1,862	2,550	3,150	600	23.5%
Other Non-Personal	2,268	756	3,000	3,000	-	0.0%
Dues & Memberships	-	1,970	3,400	3,700	300	8.8%
Materials & Supplies	161	10,564	18,690	18,790	100	0.5%
Capital Outlay	-	670	2,000	2,000	-	0.0%
Transfers	-	-	-	300,000	300,000	--
Total Expenditures	**$ 192,566**	**$ 434,564**	**$ 581,323**	**$ 898,304**	**$ 316,981**	**54.5%**
Revenues						
Property Tax		389,351	395,000	800,000	405,000	102.5%
VSMP Permits & Fines	15,250	30,140	50,000	35,000	(15,000)	-30.0%
Recovered Cost	-	-	-	-	-	--
Local Transfer	125,500	100,000	134,000	0	(134,000)	-100.0%
Fund Balance	-	-	2,323	63,304	60,981	2625.1%
Total Revenue	**$ 140,750**	**$ 519,491**	**$ 581,323**	**$ 898,304**	**$ 316,981**	**54.5%**
Full-Time Positions	**2**	**6**	**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.
- A once cent real estate tax increase for the Stormwater Fund is included in the FY2020 Budget
- The budget includes a $300,000 transfer to the Public Works Capital Fund.

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 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	2,059,743	2,140,374	2,337,150	2,314,818	(22,332)	-1.0%
Fringe Benefits	467,921	429,127	821,064	717,822	(103,242)	-12.6%
Purchased Services	433,370	422,047	254,999	274,998	19,999	7.8%
Util, Comm, Rentals, Etc.	148,227	148,278	184,498	174,502	(9,996)	-5.4%
Travel & Training	3,083	6,953	11,002	13,999	2,997	27.2%
Dues & Memberships	2,802	2,511	1,999	2,001	2	0.1%
Materials & Supplies	717,998	603,911	631,001	651,000	19,999	3.2%
Capital Outlay	838,401	1,032,111	1,417,911	2,005,547	587,636	41.4%
Transfers	-	-	320,000	157,673	(162,327)	-50.7%
Total Expenditures	**$ 4,671,545**	**$ 4,785,312**	**$ 5,979,624**	**$ 6,312,360**	**$ 332,736**	**5.6%**
Revenues						
Fares	307,579	333,462	340,000	311,200	(28,800)	-8.5%
Gasoline Tax	924,538	480,000	480,000	480,000	-	0.0%
Other Local Income	1,204,784	1,184,541	1,210,675	1,054,725	(155,950)	-12.9%
State Income	891,844	706,816	715,310	702,566	(12,744)	-1.8%
Federal Income	2,885,605	1,223,171	2,200,000	2,823,393	623,393	28.3%
Fund Balance	-	-	1,033,639	940,476	(93,163)	-9.0%
Total Revenue	**$ 6,214,350**	**$ 3,927,990**	**$ 5,979,624**	**$ 6,312,360**	**$ 332,736**	**5.6%**
Full - Time Positions	**15**	**19**	**22**	**22**		

Significant Program Highlights

- Transit is accounted for as an Enterprise Fund.
- 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 2020 Goal

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

Fiscal Year 2020 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)

- 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

Full-Time Employees	FY 2017 Amend	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Rec
Water Fund Positions				
Administration & Treatment	7	7	7	7
Water & Sewer Crew [1]	6	6	6	6
GIS Analyst [1]		1	1	1
Utility Billing [1]	2	2	2	2
Total Water Fund Positions	15	16	16	16
Sewer Fund Positions [1]				
Administration & Treatment	13	13	13	13
Pumping & Transmission	4	4	4	4
Total Sewer Fund Positions	17	17	17	17
[1] Personnel costs are split between the Water Fund and Sewer Fund.				

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	929,458	945,910	1,080,473	1,102,600	22,128	2.0%
Fringe Benefits	528,192	364,898	547,825	544,174	(3,651)	-0.7%
Purchased Services	1,319,163	1,410,050	987,700	1,012,900	25,200	2.6%
Util, Comm, Rentals, Etc.	326,019	324,095	341,700	340,900	(800)	-0.2%
Travel & Training	2,111	5,009	10,050	11,750	1,700	16.9%
Other Non-Personal	102,768	29,294	137,000	137,000	-	0.0%
Dues & Memberships	7,023	6,677	4,500	4,500	-	0.0%
Materials & Supplies	164,794	187,410	308,410	320,250	11,840	3.8%
Capital Outlay	1,582,445	1,541,876	1,375,000	1,390,000	15,000	1.1%
Transfers/Debt Service	862,487	790,880	3,069,904	4,503,308	1,433,404	46.7%
Total Expenditures	**$ 5,824,460**	**$ 5,606,099**	**$ 7,862,561**	**$ 9,367,381**	**$ 1,504,820**	**19.1%**
Revenues						
Charges for Service	5,473,386	5,688,999	5,544,575	6,092,075	547,500	9.9%
Sewer Availability Fees	465,600	694,100	650,000	663,000	13,000	2.0%
Other Income	149,051	150,878	152,100	154,500	2,400	1.6%
Fund Balance	-	-	1,515,886	2,457,806	941,920	62.1%
Total Revenue	**$ 6,088,037**	**$ 6,533,977**	**$ 7,862,561**	**$ 9,367,381**	**$ 1,504,820**	**19.1%**

Significant Program Highlights

- A rate increase of 10% is was approved during the FY 2020 budget cycle.
- The City anticipates significant capital needs related to the consolidation of wastewater treatment with Spotsylvania County.
- Capital needs and related debt service are the driving force of the rate increase.

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 2020 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 2020 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

- 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.

Full-Time Employees	FY 2017 Amend	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Rec
Water Fund Positions				
Administration & Treatment	7	7	7	7
Water & Sewer Crew [1]	6	6	6	6
GIS Analyst [1]		1	1	1
Utility Billing [1]	2	2	2	2
Total Water Fund Positions	15	16	16	16
Sewer Fund Positions [1]				
Administration & Treatment	13	13	13	13
Pumping & Transmission	4	4	4	4
Total Sewer Fund Positions	17	17	17	17
[1] Personnel costs are split between the Water Fund and Sewer Fund.				

Budget Summary

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY20 Adopted - FY19 Adopted	FY20 Adpt - FY19 Adpt %
Salaries & Wages	457,655	524,566	523,673	545,500	21,828	4.2%
Fringe Benefits	260,769	214,901	275,374	274,354	(1,019)	-0.4%
Purchased Services	1,590,650	1,405,249	1,586,200	1,671,500	85,300	5.4%
Util, Comm, Rentals, Etc.	48,720	39,284	49,800	49,100	(700)	-1.4%
Travel & Training	4,900	5,723	7,300	10,200	2,900	39.7%
Other Non-Personal	27,000	28,579	25,000	25,000	-	0.0%
Dues & Memberships	200	225	200	250	50	25.0%
Materials & Supplies	123,020	159,992	135,850	147,400	11,550	8.5%
Capital Outlay	594,000	654,377	889,500	672,000	(217,500)	-24.5%
Transfers	1,290,851	482,580	1,700,698	2,330,905	630,207	37.1%
Total Expenditures	**$ 4,397,765**	**$ 3,515,476**	**$ 5,193,594**	**$ 5,726,209**	**$ 532,615**	**10.3%**
Revenues						
Water Sales	3,660,482	3,828,039	3,604,350	3,964,700	360,350	10.0%
Water Availability Fees	315,200	419,486	400,000	408,000	8,000	2.0%
Other Income	266,144	268,028	220,000	225,600	5,600	2.5%
Fund Balance	-	-	969,244	1,127,909	158,665	16.4%
Total Revenue	**$ 4,241,826**	**$ 4,515,553**	**$ 5,193,594**	**$ 5,726,209**	**$ 532,615**	**10.3%**

Significant Program Highlights

- A rate increase of 10% is was approved during the FY 2020 budget cycle.
- The City anticipates significant capital needs related to the Motts Run Water Treatment Capital needs and related debt service are the driving force of the rate increase.
- Facility, a joint project with Spotsylvania County.

Partner Agencies - FY 2020 Adopted Budget

Partner Agencies

Organization	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Request	FY20 Recommended - FY19 Adopted	
Community Agencies						
Boys & Girls Club of the Rappahannock Region (BGCRR)	$ 24,230	$ 24,230	**$ 24,230**	$ 39,500	**$ -**	**0.0%**
disAbility Resource Center of the Rappahannock, Inc.	$ 21,025	$ 21,025	**$ 21,025**	$ 23,180	**$ -**	**0.0%**
Empower House	$ 14,350	$ 14,350	**$ 14,350**	$ 15,067	**$ -**	**0.0%**
FailSafe Transitional Housing	$ -			$ 13,000	**$ -**	**--**
Fredericksburg Regional Alliance	$ 17,763	$ 17,763	**$ 17,763**	$ 30,088	**$ -**	**0.0%**
Fredericksburg Regional Food Bank	$ 5,000	$ 5,000	**$ 5,000**	$ 20,772	**$ -**	**0.0%**
Greater Fredericksburg Habitat for Humanity	$ -	$ -	**$ -**	$ 19,997	**$ -**	**--**
Healthy Families Rappahannock Area	$ 9,000	$ 9,000	**$ 9,000**	$ 9,000	**$ -**	**0.0%**
Legal Aid Works (Formerly Rappahannock Legal Services)	$ 29,380	$ 29,380	**$ 29,380**	$ 29,380	**$ -**	**0.0%**
Rappahannock Refuge - Loisann's Hope House	$ 18,660	$ 18,660	**$ 18,660**	$ 18,660	**$ -**	**0.0%**
Mental Health America of Fredericksburg - Senior Visitor	$ 12,215	$ 12,215	**$ 12,215**	$ 18,133	**$ -**	**0.0%**
Micah Ministries	$ 20,000	$ 20,000	**$ 20,000**	$ 22,000	**$ 2,000**	**10.0%**
Moss Free Clinic	$ 12,000	$ 12,000	**$ 12,000**	$ 15,130	**$ -**	**0.0%**
Quin Rivers	$ -	$ -	**$ -**		**$ -**	**--**
Rappahannock Area Agency on Aging	$ 7,880	$ 7,880	**$ 7,880**	$ 7,880	**$ -**	**0.0%**
Rappahannock Big Brothers Big Sisters	$ 10,000	$ 10,000	**$ 10,000**	$ 10,000	**$ -**	**0.0%**
Rappahannock Court Appointed Special Advocates	$ 8,000	$ 8,000	**$ 8,000**	$ 9,500	**$ -**	**0.0%**
Rapp. Council Against Sexual Assault	$ 4,140	$ 4,140	**$ 4,140**	$ 5,010	**$ -**	**0.0%**
Rappahannock EMS Council	$ 7,100	$ 7,100	**$ 7,500**	$ 8,416	**$ 916**	**12.2%**
Rappahannock River Basin Commission	$ 1,000	$ 1,000	**$ 1,000**	$ 1,000	**$ -**	**0.0%**
RUW Volunteer & Info. Services	$ 3,000	$ 3,000	**$ 3,000**	$ 3,000	**$ -**	**0.0%**
Safe Harbor	$ 5,000	$ 5,000	**$ 5,000**	$ 5,250	**$ -**	**0.0%**
SPCA	$ 15,000	$ 10,000	**$ 10,000**	$ 20,000	**$ -**	**0.0%**
Thurman Brisben Homeless Shelter	$ 72,710	$ 80,000	**$ 80,000**	$ 100,000	**$ -**	**0.0%**
Virginia Community Food Connections	$ -	$ -	**$ -**	$ 15,000	**$ -**	**--**
TOTAL	**$ 322,453**	**$ 324,743**	**$ 320,143**	**$ 458,963**	**$ 2,916**	**0.9%**

Organization	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Request	FY20 Recommended - FY19 Adopted	
Intergovernmental Agencies						
Central Rappahannock Regional Library	$ 1,336,914	$ 1,250,471	**$ 1,300,990**	$ 1,463,835	**$ 162,845**	**12.5%**
George Washington Regional Commission (GWRC)	$ 23,149	$ 22,394	**$ 23,916**	$ 24,073	**$ 157**	**0.7%**
GWRC - Unsheltered Homelessness Initiative	$ -	$ -	**$ 10,000**	$ 10,000	**$ -**	**0.0%**
Germanna Community College - Operating	$ 8,719	$ 8,359	**$ 9,291**	$ 9,291	**$ -**	**0.0%**
Germanna Community College - FXBG Campus Science & Engineering	$ 35,000	$ 35,000	**$ 35,000**	$ -	**$ (35,000)**	**-100.0%**
Germanna Community College -Allied Health Building				$ 50,000	**$ -**	**--**
Germanna Community College - QEP			**$ -**	$ 5,985	**$ -**	**--**
Germanna Community College (Center for Advanced Technology)	$ 25,000	$ 25,000	**$ 25,000**	$ 25,000	**$ -**	**0.0%**
Rapp. Area Community Services Board	$ 246,876	$ 261,895	**$ 272,529**	$ 286,306	**$ 13,777**	**5.1%**
Rappahannock Area Office on Youth	$ 55,672	$ 69,783	**$ 79,731**	$ 88,951	**$ 9,220**	**11.6%**
Rappahannock Health District	$ 414,280	$ 414,280	**$ 414,280**	$ 414,280	**$ -**	**0.0%**
Stafford Regional Airport Authority	$ 21,430	$ 21,430	**$ 21,430**	$ 21,430	**$ -**	**0.0%**
Tri-County/City Soil & Water Conservation District	$ 2,000	$ 2,000	**$ 2,000**	$ 10,000	**$ -**	**0.0%**
VA Ext. Office/Master Gardeners	$ 5,000	$ 5,000	**$ 5,000**	$ 5,375	**$ -**	**0.0%**
TOTAL	**$ 2,174,040**	**$ 2,115,612**	**$ 2,199,167**	**$ 2,414,526**	**$ 150,999**	**6.9%**

Organization	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Request	FY20 Recommended - FY19 Adopted	
Agencies (Serving the City)						
Fredericksburg Area Museum	$ 224,778	$ 95,975	**$ 95,975**	$ 105,975	**$ -**	**0.0%**
Fredericksburg Rescue Squad	$ 250,000	$ 250,000	**$ 200,000**	$ 250,000	**$ -**	**0.0%**
Sister Cities	$ -	$ 563	**$ 3,000**	$ 3,000	**$ (500)**	**-16.7%**
Heritage Festival Committee	$ 15,360	$ 15,500	**$ 15,500**	$ 18,500	**$ 2,500**	**16.1%**
Main Street	$ 70,000	$ 70,000	**$ 75,000**	$ 100,000	**$ -**	**0.0%**
J&DR Court Services Unit (CSU)	$ 108,340	$ 108,340	**$ 116,478**	$ 118,274	$ 1,796	**1.5%**
TOTAL	**$ 668,478**	**$ 540,378**	**$ 505,953**	**$ 595,749**	**$ 3,796**	**0.8%**
TOTAL GENERAL FUND	**$ 3,164,971**	**$ 2,980,733**	**$ 3,025,263**	**$ 3,469,238**	**$ 157,711**	**5.2%**
CITY GRANTS FUND						
Rebuilding Together	$ 4,243	$ 5,000	**$ 5,000**	$ 5,000	**$ -**	**0.0%**
TOTAL REQUESTS	**$ 3,169,214**	**$ 2,985,733**	**$ 3,030,263**	**$ 3,474,238**	**$ 157,711**	**5.2%**

Organization	Agency Mission Statement	FY 2019 Adopted	FY 2020 Requested	FY 2020 Adopted
Community Agencies				
Boys & Girls Club of the Rappahannock Region (BGCRR)	The mission of the Boys & Girls Club of the Rappahannock Region (BGCRR) is to help boys and girls of all backgrounds, especially those who need us the most to, build confidence, develop character and acquire the needed skills to grow into productive, civic-minded, and responsible adults.	$ 24,230	$ 39,500	$ 24,230
disAbility Resource Center of the Rappahannock, Inc.	To assist people with disabilities to achieve the highest potential and benefit of independent living by providing them, those who support them and the community with information, education and resources.	$ 21,025	$ 23,180	$ 21,025
Empower House	We empower survivors and their children to believe in themselves and build new lives filled with dignity, respect, safety, and hope. Empowerhouse breaks the cycle of violence through shelter, housing, advocacy, education, awareness, prevention, and intervention.	$ 14,350	$ 15,067	$ 14,350
FailSafe Transitional Housing	FAILSAFE-ERA is a 501(C)(3) non-profit organization with a mission to change lives affected by incarceration, reducing the rate of recidivism, using a holistic approach through education and rehabilitation support and services; and providing a means for families and communities to adapt and overcome the effects of incarceration thereby promoting and sustaining safer, stronger, healthier communities.	$ -	$ 13,000	
Fredericksburg Regional Alliance	Assists the public and private sector by supporting existing businesses and aggressively recruiting new businesses to the Fredericksburg Region.	$ 17,763	$ 30,088	$ 17,763
Fredericksburg Regional Food Bank	To feed the hungry through a community-wide network of partner agencies and engage our community in the fight to end hunger.	$ 5,000	$ 20,772	$ 5,000
Greater Fredericksburg Habitat for Humanity	Bringing people together to build homes, community, and hope.	$ -	$ 19,997	$ -
Healthy Families Rappahannock Area	Empowering parents to raise healthy children.	$ 9,000	$ 9,000	$ 9,000
Legal Aid Works (Formerly Rappahannock Legal Services)	We champion fairness by advocating for those with the least access to the civil court system.	$ 29,380	$ 29,380	$ 29,380
Rappahannock Refuge - Loisann's Hope House	Our mission is to quickly move children and their families from homelessness to housing in the Rappahannock region.	$ 18,660	$ 18,660	$ 18,660
Mental Health America of Fredericksburg - Senior Visitor Program.	(MHAF) provides education, advocacy and service to all people with mental health needs. We educate to promote mental health awareness and understanding. We solve problems by advocating policies and by working with individuals and agencies in the community to respond to mental health problems and to meet needs. We identify gaps unmet by public and private mental health providers and insurers, and we create and incubate programs and funding to meet those needs.	$ 12,215	$ 18,133	$ 12,215
Micah Ministries	Micah is a ministry supporting people experiencing chronic homelessness and identifying pathways to sustainable housing.	$ 20,000	$ 22,000	$ 22,000

Organization	Agency Mission Statement	FY 2019 Adopted	FY 2020 Requested	FY 2020 Adopted
Moss Free Clinic	Our mission is to improve the health and wellness of low-income, uninsured people through quality healthcare delivered in an atmosphere of dignity and respect. The Clinic is a non-profit, non-government healthcare facility that depends on support from volunteers, donors and community partners to provide essential comprehensive care. The Clinic serves those in greatest need - our patients do not qualify for government assistance and cannot afford private medical care or insurance.	$ 12,000	$ 15,130	$ 12,000
Rappahannock Area Agency on Aging	The mission is to enhance the quality of life for all older citizens and individuals with disabilities.	$ 7,880	$ 7,880	$ 7,880
Rappahannock Big Brothers Big Sisters	Provide children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better, forever.	$ 10,000	$ 10,000	$ 10,000
Rappahannock Court Appointed Special Advocates	To advocate for abused and neglected children to grow up in safe, permanent homes where they have the opportunity to thrive.	$ 8,000	$ 9,500	$ 8,000
Rappahannock Council Against Sexual Assault	Our mission is to provide support, treatment, and advocacy to persons whose lives have been affected by sexual violence and to reduce sexual violence in our community through education and awareness.	$ 4,140	$ 5,010	$ 4,140
Rappahannock EMS Council	To facilitate the development and continued operation of a high quality, dedicated, and coordinated emergency response and Emergency Preparedness System for Planning Districts 9 and 16 in accordance with the Code of Virginia.	$ 7,500	$ 8,416	$ 8,416
Rappahannock River Basin Commission	To provide guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin. The Commission shall be a forum in which local governments and citizens can discuss issues affecting the Basin's water quality and quantity and other natural resources.	$ 1,000	$ 1,000	$ 1,000
RUW Volunteer & Info. Services	To improve lives by mobilizing the caring power of our community.	$ 3,000	$ 3,000	$ 3,000
Safe Harbor	To reduce the trauma to child victims of abuse by coordinating and strengthening the community response.	$ 5,000	$ 5,250	$ 5,000
SPCA	Creating positive change for our communities neediest animals through outreach and compassionate care.	$ 10,000	$ 20,000	$ 10,000
Thurman Brisben Homeless Shelter	To provide at-risk and homeless men, women and children of Planning District 16 with appropriate and essential shelter and services to affect positive life changes.	$ 80,000	$ 100,000	$ 80,000
Virginia Community Food Connections	The mission of VCFC is to ensure the availability, access, and affordability of locally-produced food by connecting local farmers and all members of the community through programs, awareness, and advocacy.	$ -	$ 15,000	$ -
TOTAL		**$ 320,143**	**$ 458,963**	**$ 323,059**

Organization	Agency Mission Statement	FY 2019 Adopted	FY 2020 Requested	FY 2020 Adopted
Intergovernmental Agencies				
Central Rappahannock Regional Library	Inspiring lifelong learning for everyone in our community.	$ 1,300,990	$ 1,463,835	$ 1,463,835
George Washington Regional Commission	The GWRC's mission is to coordinate planning to ensure competitiveness, reduce redundancy in government, improve efficiency, enhance services and improve implementation time of regional projects.	$ 23,916	$ 24,073	$ 24,073
George Washington Regional Commission - Unsheltered Homelessness Initiative	Funds would be used to rapidly re-house persons from the street, targeting the most vulnerable through the existing community prioritization process. This was a modification from previous work in 2019, as that was the first time rapid re-housing funds were set aside specifically for the unsheltered population. These funds will be combined with existing rapid re-housing resources to have a meaningful impact.	$ 10,000	$ 10,000	$ 10,000
Germanna Community College	As a public comprehensive community college, Germanna provides accessible, quality educational and training opportunities that meet our communities' needs.	$ 9,291	$ 9,291	$ 9,291
Germanna Community College	As a public comprehensive community college, Germanna provides accessible, quality educational and training opportunities that meet our communities' needs.		$ 5,985	
Germanna Community College - FXBG Campus Science & Engineering	As a public comprehensive community college, Germanna provides accessible, quality educational and training opportunities that meet our communities' needs. **FY 2020 funding provided by the Fredericksburg EDA.**	$ 35,000	$ -	$ -
Germanna Community College (Center for Advanced Technology)	As a public comprehensive community college, Germanna provides accessible, quality educational and training opportunities that meet our communities' needs.	$ 25,000	$ 25,000	$ 25,000
Germanna Community College -Allied Health Building	As a public comprehensive community college, Germanna provides accessible, quality educational and training opportunities that meet our communities' needs.	$ -	$ 50,000	$ -
Rappahannock Area Community Services Board	The (RACSB) is committed to improving the quality of life for the people residing in the City of Fredericksburg and the Counties of Caroline, King George, Spotsylvania, and Stafford, with mental health, developmental disability, and substance abuse problems, and to preventing the occurrence of these conditions.	$ 272,529	$ 286,306	$ 286,306
Rappahannock Area Office on Youth	The mission of RAOOY is to promote healthy and responsible behavior in youth and young adults by supporting families and providing programs that encourage positive development.	$ 79,731	$ 88,951	$ 88,951
Rappahannock Health District	To promote and protect the health of all Virginians.	$ 414,280	$ 414,280	$ 414,280
Stafford Regional Airport Authority	The SRAA shall operate, maintain and preserve a high-quality aviation facility at Stafford Regional Airport that: • Is safe, secure, and legal; • Emphasizes commercial, corporate, and general aviation; • Delivers high-quality aviation services by providing customer-focused and efficient operations, facilities, staff, finance, and administration; • Responds to community preferences for commercial air service, gateway image, and noise management.	$ 21,430	$ 21,430	$ 21,430

Organization	Agency Mission Statement	FY 2019 Adopted	FY 2020 Requested	FY 2020 Adopted
Tri-County/City Soil & Water Conservation District	The mission of TCCSW is to provide leadership, education, and technical programs to assist all resource users to conserve, sustain, and improve soil, water, and related resources.	$ 2,000	$ 10,000	$ 2,000
VA Extension Office/Master Gardeners	The VCE Extension Master Gardener Program provides services, such as site visits to residential, commercial establishments, and the City of Fredericksburg properties for tree, lawn, and insect problem diagnosis while offering research based control strategies. In addition they conduct educational workshops and classes in proper horticultural techniques: and provide maintenance for the Cossey Botanical Park. Without this funding VCE Extension Master Gardeners will not be able to provide these services or programs.	$ 5,000	$ 5,375	$ 5,000
TOTAL		**$ 2,199,167**	**$ 2,414,526**	**$ 2,350,166**
Other Agencies (Serving the City)				
Fredericksburg Area Museum	The FAM collects, researches, interprets, teaches, and preserves the history, heritage, and culture of the Fredericksburg region in an ever-evolving context. They serve a diverse community through a commitment to inclusion, integrity, credibility, and relevance. They facilitate an understanding and appreciation of how the acts of those who preceded us have shaped both this community and nation at large—providing both lessons and inspiration as they work together to forge a greater community.	$ 95,975	$ 105,975	$ 95,975
Fredericksburg Rescue Squad	Assists the City of Fredericksburg Rescue Squad in answering calls for rescue services.	$ 200,000	$ 250,000	$ 200,000
Sister Cities	Support as needed for activities related to Fredericksburg's Sister Cities program which includes Este, Italy; Frejus, France; Kathmandu, Nepal; and Schwetzigen, Germany.	$ 3,000	$ 3,000	$ 2,500
Heritage Festival Committee	The Heritage Festival is an annual event held on the Fourth of July in downtown Fredericksburg and South Stafford. The event features a five-mile run, parade, street festival, Ferry Farm activities and music during the day, and is capped off by a fireworks display in the evening at Pratt Park.	$ 15,500	$ 18,500	$ 18,000
Main Street	To preserve Fredericksburg's historic fabric and rich cultural history while encouraging a thriving economic future in the traditional historic commercial district.	$ 75,000	$ 100,000	$ 75,000
J&DR Court Services Unit (CSU)	Serves the court and facilitates the supervision, rehabilitation, and treatment as needed by those who come before the court.	$ 116,478	$ 118,274	$ 118,274
TOTAL		**$ 505,953**	**$ 595,749**	**$ 509,749**
TOTAL GENERAL FUND		$ 3,025,263	$ 3,469,238	$ 3,182,974

Organization	Agency Mission Statement	FY 2019 Adopted	FY 2020 Requested	FY 2020 Adopted
CITY GRANTS FUND				
Rebuilding Together	We reach out to help elderly, disabled, or families by providing critically needed home repair and rehabilitation services to qualifying low income and disabled homeowners. Our goal is to provide a warm, dry, and safe home environment that enables families to live independently and with dignity, at no cost to the homeowner.	$ 5,000	$ 5,000	$ 5,000
TOTAL		**$ 3,030,263**	**$ 3,474,238**	**$ 3,187,974**

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FY 2020 -2025 Adopted CIP - Public Education Capital Funds							
Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
SCHOOL CAPITAL FUND							
Buses, Technology, Equipment & Capital Maintenance	748,000	737,000	753,000	770,000	781,000	792,000	4,581,000
Enrollment Study	-	80,000	-	80,000	-	80,000	240,000
James Monroe Library Improvements	50,000	-	-	-	-	-	50,000
James Monroe Track Reconditioning	70,000	-	-	-	-	-	70,000
Learning Cottages	250,000	-	-	-	-	-	250,000
Original Walker-Grant Renovations	75,000	-	-	-	-	-	75,000
Total	$1,193,000	$817,000	$753,000	$850,000	$781,000	$872,000	$5,266,000
SCHOOL BOND - FUNDED CAPITAL FUND							
Lafayette Upper Elementary School Expansion	-	1,000,000	5,612,000	-	-	-	6,612,000
James Monroe High School Expansion	-	-	-	-	5,300,000	-	5,300,000
Total	$0	$1,000,000	$5,612,000	$0	$5,300,000	$0	$11,912,000

FY 2020 -2025 Adopted CIP - Public Education Capital Funds

Funding Sources	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Issuance	-	-	5,612,000	-	5,300,000	-	10,912,000
General Fund Transfer-Local Revenues	764,000	817,000	753,000	850,000	781,000	872,000	4,837,000
General Fund Transfer - Assigned for School Capital	-	800,000	-	-	-	-	800,000
Prior Year Capital Fund Balance	429,000	-	-	-	-	-	429,000
Proffers	-	200,000	-	-	-	-	200,000
Total	$1,193,000	$1,817,000	$6,365,000	$850,000	$6,081,000	$872,000	$17,178,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Personnel	-	-	-	-	-	-	TBD
Operating	-	-	-	-	-	-	TBD
Debt Service	-	-	-	394,866	394,866	767,780	1,557,513
Total	$0	$0	$0	$394,866	$394,866	$767,780	$1,557,513

Buses, Technology, Equipment & Capital Maintenance

Total Project Cost: $4,581,000 **Estimated Opening Date:** Ongoing

Department/Agency: Schools

City Council's Vision: Learning is a Way of Life

PROGRAM DESCRIPTION

The Schools have a systematic approach for ongoing maintenance and replacement of capital assets.

• The Schools will replace two school buses per year.
• A portion of the School's technology is refreshed annually. This includes computers, tablets and other devices.
• Capital maintenance incudes replacement of carpeting, building repairs, and roof repairs.
• Capital equipment replacements are funded on an annual basis as needs arise.

Specifically funded in FY 2020 is the replacement of the HVAC Chillers at James Monroe High School.

Also included are lease payments for secure surfacing parking for school buses.

OPERATING IMPACT SUMMARY

The funding represents capital maintenance of ongoing systems.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
School Bus Replacement		264,000	300,000	300,000	300,000	300,000	300,000	1,764,000	
Computer Technology		300,000	317,000	333,000	350,000	361,000	372,000	2,033,000	
Capital Maintenance (Carpet, Roof)		75,000	100,000	100,000	100,000	100,000	100,000	575,000	
School Bus Lot Lease		20,000	20,000	20,000	20,000	20,000	20,000	120,000	
James Monroe HVAC Chillers		89,000	0	0	0	0	0	89,000	
Total	Ongoing	$748,000	$737,000	$753,000	$770,000	$781,000	$792,000	$4,581,000	Ongoing

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		639,000	737,000	753,000	770,000	781,000	792,000	4,472,000	
Prior Funding		109,000	0	0	0	0	0	109,000	
Total	Ongoing	$748,000	$737,000	$753,000	$770,000	$781,000	$792,000	$4,581,000	Ongoing

Enrollment Study

Total Project Cost: $240,000 | **Estimated Completion Date:** Ongoing | **City Council's Vision:** Learning is a Way of Life

Department/Agency: Schools | **NEW in FY 2020**

PROGRAM DESCRIPTION

Periodic reevaluation of enrollment projections will help the City and Schools plan for future capital improvement projects.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Feasibility Study		0	80,000	0	80,000	0	80,000	240,000	
Total		$0	$80,000	$0	$80,000	$0	$80,000	$240,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	80,000	0	80,000	0	80,000	240,000	
Total	$0	$0	$80,000	$0	$80,000	$0	$80,000	$240,000	$0

James Monroe Library Improvements

Total Project Cost: $50,000 **Estimated Opening Date:** 2020

City Council's Vision: Learning is a Way of Life

Department/Agency: Schools

PROGRAM DESCRIPTION

This project is the modernization of the library / media center at James Monroe High School to better meet the needs of the 21st century learner. This includes furniture, lighting, learning centers, and other improvements.

OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		50,000	0	0	0	0	0	50,000	
Total		$50,000	$0	$0	$0	$0	$0	$50,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	50,000	0	0	0	0	0	50,000	
Total	$0	$50,000	$0	$0	$0	$0	$0	$50,000	

James Monroe Track Reconditioning

Total Project Cost: $70,000 **Opening Date:** 2021

City Council's Vision: Learning is a Way of Life

Department/Agency: Schools

PROGRAM DESCRIPTION

The project involves the reconditioning, resurfacing, and repainting of the track at James Monroe High School. This major maintenance is done on a five year cycle.

OPERATING IMPACT SUMMARY

This project is not anticipated to increase operating costs.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
James Monroe Track Reconditioning		70,000	0	0	0	0	0	70,000	
Total		$70,000	$0	$0	$0	$0	$0	$70,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Prior Year Capital Fund Balance	0	70,000	0	0	0	0	0	70,000	
Total	$0	$70,000	$0	$0	$0	$0	$0	$70,000	

Learning Cottages

Total Project Cost: $250,000

Estimated Completion Date: Ongoing

City Council's Vision: Learning is a Way of Life

Department/Agency: Schools

NEW in FY 2020

PROGRAM DESCRIPTION

FCPS have requested funding for three learning cottages to be placed at Hugh Mercer Elementary School and Walker Grant Middle School.

OPERATING IMPACT SUMMARY

Additional operating costs are to be determined.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Learning Cottages		250,000	0	0	0	0	0	250,000	
Total		$250,000	$0	$0	$0	$0	$0	$250,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Prior Year Capital Fund Balance	0	250,000	0	0	0	0	0	250,000	
Total	$0	$250,000	$0	$0	$0	$0	$0	$250,000	$0

Original Walker-Grant Renovations

Total Project Cost: $75,000

Estimated Completion Date: FY 2020

City Council's Vision: Learning is a Way of Life

Department/Agency: Schools

NEW in FY 2020

PROGRAM DESCRIPTION

The Original Walker-Grant building needs capital maintenance funding.

OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		75,000	0	0	0	0	0	75,000	
Total		$75,000	$0	$0	$0	$0	$0	$75,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	$75,000	0	0	0	0	0	$75,000	
Total	$0	$75,000	$0	$0	$0	$0	$0	$75,000	$0

Lafayette Upper Elementary School Expansion

Total Project Cost: $6,612,000 **Estimated Opening Date:** FY 2025 **City Council's Vision:** Learning is a Way of Life

Department/Agency: Schools **New in FY 2020**

PROGRAM DESCRIPTION

One option for meeting School Capacity needs is to expand Lafayette Upper Elementary School. During City Council review, the proposed funding for this option was postponed as Council, the School Board, and the community consider options and funding solutions.

OPERATING IMPACT SUMMARY

The improvement, if built, will be bond funded. The City would fund design through fund balance and proffers. Personnel, operating and debt service costs will be refined during the upcoming budget cycles.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Design	0	0	1,000,000		0	0	0	1,000,000	
Construction		0	0	5,612,000	0	0	0	5,612,000	
		0	0		0	0	0	0	
Total		$0	$1,000,000	$5,612,000	$0	$0	$0	$6,612,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	0	0	0	5,612,000	0	0	0	5,612,000	
General Fund Transfer	0	0	100,000	0	0	0	0	100,000	
General Fund Transfer - Assigned for School Capital	0	0	700,000	0	0	0	0	700,000	
Proffers	0	0	200,000	0	0	0	0	200,000	
Total		0	1,000,000	5,612,000	0	0	0	$6,612,000	$0

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Personnel	0	0	0	0	0	0	0	TBD
Operating	0	0	0	0	0	0	0	TBD
Debt Service	0	0	0	394,866	394,866	394,866	1,184,599	Ongoing
Total	$0	$0	$0	$394,866	$394,866	$394,866	$789,733	

James Monroe High School Expansion

Total Project Cost: $5,300,000 **Estimated Opening Date:** FY 2025

Department/Agency: Schools **Updated in FY 2020**

City Council's Vision: Learning is a Way of Life

PROGRAM DESCRIPTION

Expansion at the high school may be necessary based on enrollment projections.

OPERATING IMPACT SUMMARY

The improvement will be bond funded. Personnel, operating and debt service costs will be refined during the upcoming budget cycles.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
High School Expansion		0	0	0	0	5,300,000	0	5,300,000	
Total		$0	$0	$0	$0	$5,300,000	$0	$5,300,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	0	0	0	0	0	5,300,000	0	5,300,000	
Total		0	0	0	0	5,300,000	0	$5,300,000	$0

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Personnel	0	0	0	0	0	0	0	TBD
Operating	0	0	0	0	0	0	0	TBD
Debt Service	0	0	0	0	0	372,914	372,914	Ongoing
Total	$0	$0	$0	$0	$0	$372,914	$0	

FY 2020 - FY 2025 Adopted CIP - Public Works							
Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Public Works							
Historic Assets	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Gateway Enhancements and Wayfinding Signs	0	80,000	80,000	80,000	80,000	0	320,000
Great Oaks Acid Soil Remediation	0	0	76,000	0	0	0	76,000
Historic District Improvements (Streetlights & Sidewalks)	0	100,000	100,000	100,000	100,000	190,500	590,500
Neighborhood Enhancements	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Rolling Stock Replacement	166,300	583,000	110,000	0	203,000	0	1,062,300
Solid Waste							
R-Board Cell F3 Construction	0	2,500,000	0	0	0	0	2,500,000
Wheeled Refuse Cart Replacement	0	0	0	350,000	175,000	0	525,000
Stormwater Management							
Canal Improvements	68,000	68,000	68,000	0	150,000	0	354,000
Culvert Replacement	450,000	250,000	750,000	750,000	250,000	250,000	2,700,000
Pond 'D' Constructed Wetland BMP Retrofit	0	6,000,000	0	0	0	0	6,000,000
Trails & Parks							
Kensington Trail Connector	0	1,981,550	0	0	0	0	1,981,550
Pathway Improvements (Idlewild Connector & Embrey Dam Trail)	40,000	30,000	0	0	0	0	70,000
Pedestrian Bridge Repairs	50,000	196,000	209,000	198,000	196,000	250,000	1,099,000
Virginia Central Railway (VCR) Trail Bridge	140,000	0	0	0	0	0	140,000

FY 2020 - FY 2025 Adopted CIP - Public Works							
Transportation							
Asphalt & Concrete Program	1,800,000	850,000	850,000	800,000	800,000	800,000	5,900,000
Beulah - Salisbury Drive and Dixon Street Intersection Improvements	0	0	0	250,000	0	0	250,000
Gateway Boulevard Extension	2,500,000	35,200,000	0	0	0	0	37,700,000
George & Princess Anne Streets Intersection Improvements	350,000	0	0	0	0	0	350,000
Lafayette Boulevard Pedestrian Safety & Lafayette / Kenmore Roundabout	600,000	0	2,000,000	0	2,000,000	0	4,600,000
Route 3 - Traffic Signal Modernization	417,000	261,000	0	0	0	0	678,000
Traffic Signal Conversion to Flashing Amber Left Turns	495,000	0	0	0	0	0	495,000
Traffic Signal Conversion Modernization	0	280,000	280,000	280,000	280,000	0	1,120,000
Total	$7,156,300	$48,459,550	$4,603,000	$2,888,000	$4,314,000	$1,570,500	$68,991,350

FY 2020 - FY 2025 Adopted CIP - Public Works

Funding Sources	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Issuance	2,500,000	30,170,000	0	0	0	0	32,670,000
Revenue Debt issuance	0	2,500,000	0	0	0	0	2,500,000
Fuel Tax	370,000	0	0	0	0	0	$370,000
General Fund / Fund Balance / Local	1,384,300	1,967,000	2,323,000	2,608,000	2,034,000	1,570,500	11,886,800
State DEQ	0	3,000,000	0	0	0	0	3,000,000
VDOT	2,902,000	2,522,550	2,280,000	280,000	2,280,000	0	10,264,550
Donation	0	8,300,000	0	0	0	0	8,300,000
Total	$7,156,300	$48,459,550	$4,603,000	$2,888,000	$4,314,000	$1,570,500	$68,991,350

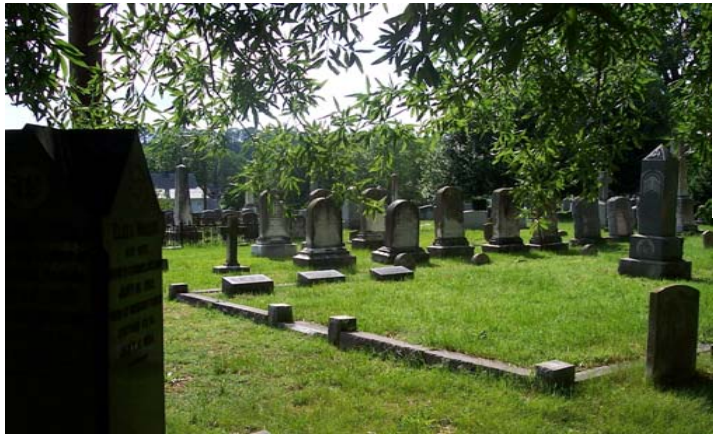
Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Personnel	0	0	0	0	0	0	0
Operating	0	0	6,250	12,500	18,750	25,000	62,500
Debt Service	0	188,050	2,468,775	2,468,775	2,468,775	2,492,573	10,086,947
Revenue Debt Service	0	534,000	418,000	418,000	418,000	418,000	2,206,000
Revenue	0	(534,000)	(418,000)	(418,000)	(418,000)	(418,000)	(2,206,000)
Total	$0	$188,050	$2,475,025	$2,481,275	$2,487,525	$2,517,573	$10,149,447

Historic Assets

Total Project Cost: $180,000 **Estimated Opening Date:** Ongoing

Department/Agency: Public Works **Revised in FY2020**

City Council's Vision: A Proven Leader in Historic Preservation



PROGRAM DESCRIPTION

Funds will be used to evaluate and repair the City's historic assets including:

- Mary Washington Monument
- Hugh Mercer Monument
- Thornton Cemetery
- Religious Freedom monument
- Rogers-Clark monument

The funds may also be used for the City Cemetery and the Confederate Cemetery. Future projects may include the repair as necessary of the cemetery gate and replacement of the existing concrete sidewalk along Washington Avenue between Amelia and William Streets with a new brick sidewalk. The City typically converts approximately one block of concrete sidewalk in downtown to brick annually to enhance the attractiveness of the downtown area. This section of sidewalk is a prominent feature adjacent to the historic cemeteries.

As improvements are identified, the current placeholder costs for FY 2021-2025 may be adjusted in future CIPs.

OPERATING IMPACT SUMMARY

These funds are to replace existing assets, although brick sidewalks generally require more maintenance.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000	
Total	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$180,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000	
Total	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$180,000	

Gateway Enhancements and Wayfinding Signs

Total Project Cost: $320,000 **Estimated Opening Date:** 2022 -2024 **City Council's Vision:** Distinct and Linked Neighborhoods

Department/Agency: City Manager's Office

PROGRAM DESCRIPTION

The Wayfinding project will be done in conjuction with the City's rebranding efforts to provide clear directions and travel assistance to those visiting our City.

OPERATING IMPACT SUMMARY

The City estimates an annual operating cost of $25,000 per year upon completion of all phases.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	0	0	80,000	80,000	80,000	80,000	0	320,000	
Total	$0	$0	$80,000	$80,000	$80,000	$80,000	$0	$320,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	80,000	80,000	80,000	80,000	0	320,000	
Total	$0	$0	$80,000	$80,000	$80,000	$80,000	$0	$320,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Operating	0	0	6,250	12,500	18,750	25,000	62,500
Total	$0	$0	$6,250	$12,500	$18,750	$25,000	$62,500

Great Oaks Acid Soil Remediation

Total Project Cost: $76,000 **Estimated Opening Date:** 2022

Department/Agency: Public Works

City Council's Vision: Distinct and Linked Neighborhoods

PROGRAM DESCRIPTION

Several areas within the Great Oaks subdivision have incurred accelerated deterioration and massive staining of sidewalks and curbs and gutter areas stemming from acid sulfate soils. The staining is the effect of the acid soils being exposed to air, causing a chemical reaction of the sulfur in the soil with air, creating sulfuric acid and the release of iron from the soils. The acid eats concrete and prohibits the growth of almost all plant materials.

This CIP project proposes to replace the current, traditional concrete sidewalk and curbing with a pervious rubber project that will not only resist staining and deterioration by the soils runoff, but will also allow infiltration of any runoff into the sidewalk area, thereby keeping it from reaching the storm sewer.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	0	0	0	76,000	0	0	0	76,000	
Total	$0	$0	$0	$76,000	$0	$0	$0	$76,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	0	76,000	0	0	0	76,000	
Total	$0	$0	$0	$76,000	$0	$0	$0	$76,000	

Historic District Improvements (Streetlights & Sidewalks)

Total Project Cost: $590,500 **Estimated Opening Date:** Ongoing

City Council's Vision: Employment Epicenter

Department/Agency: Public Works

PROGRAM DESCRIPTION

The ornamental lights in the downtown historic district will be upgraded and converted to a more energy efficient form of lighting. In addition, the Comprehensive Plan calls for the re-start of the brick sidewalk program in the downtown. The City currently has a mix of concrete and brick sidewalks in the downtown historic district. In addition, the City owns and is responsible for the maintenance of streetlights and ornamental lights in the downtown.

FY 2025 specifically identifies an area near the library on Lewis Street for brick sidewalk and colonial streetlight improvements.

OPERATING IMPACT SUMMARY

Brick sidewalks generally require more maintenance and monitoring than concrete sidewalks.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Historic District Improvements	Ongoing	0	100,000	100,000	100,000	100,000	100,000	500,000	
Lewis St Brick Sidewalks / Colonial Streetlights		0	0	0	0	0	90,500	90,500	
Total	Ongoing	$0	$100,000	$100,000	$100,000	$100,000	$190,500	$590,500	

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
General Fund Transfer	Ongoing	0	100,000	100,000	100,000	100,000	190,500	590,500	
Total	$0	0	100,000	100,000	100,000	100,000	190,500	590,500	

Neighborhood Enhancements

Total Project Cost: $300,000 **Estimated Opening Date:** FY 2020-2025 **City Council's Vision:** Distinct and Linked Neighborhoods

Department/Agency: Public Works

PROGRAM DESCRIPTION

City Council set a goal of establishing:

"A Neighborhood Enhancement Program to enhance infrastructure in neighborhoods that will include: dedicated funding, a method of prioritizing expenditures, communication with neighborhoods as appropriate and avoidance of competition."

The Department of Public Works has been tasked with setting up and administering the program. Projects eligible for funding will include streetlights, sidewalks, signage and trees.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		50,000	50,000	50,000	50,000	50,000	50,000	300,000	
Total	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
General Fund Transfer		50,000	50,000	50,000	50,000	50,000	50,000	300,000	
Total	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000	

Rolling Stock Replacement

Total Project Cost: $1,062,300 **Estimated Opening Date:** FY 2020-2024 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works **Updated**

PROGRAM DESCRIPTION

The Public Works Department replaces aged, high maintenance vehicles each year to maintain and improve the City's fleet. The replacements include Class 7 dump trucks, leaf vacuum truck, a street sweeper, and a wheel loader. The vehicles are used for major road maintenance, debris removal, and during winter storm events. Additionally, the street sweeper is an important component of maintaining the City's MS4 permit.

OPERATING IMPACT SUMMARY

Replacement of rolling stock and equipment is part of ongoing operations.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Refuse Truck		166,300	0	0	0	0	0	166,300	
Street Sweeper		0	270,000	0	0	0	0	270,000	
Dump Truck		0	110,000	110,000	0	0	0	220,000	
Wheel Loader		0	203,000	0	0	0	0	203,000	
Leaf Vac Truck		0	0	0	0	203,000	0	203,000	
Total		$166,300	$583,000	$110,000	$0	$203,000	$0	$1,062,300	

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
Debt Issuance		0	270,000	0	0	203,000	0	473,000	
General Fund Transfer		166,300	313,000	110,000	0	0	0	589,300	
Total		$166,300	$583,000	$110,000	$0	$203,000	$0	$1,062,300	

Operating Impacts	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL
Debt Service	0	0	31,652	31,652	31,652	55,450	150,407
Total	$0	$0	$31,652	$31,652	$31,652	$55,450	$150,407

R-Board Cell F3 Construction

Total Project Cost: $2,500,000 **Estimated Opening Date:** FY 2021

City Council's Vision: Green, Clean Environment

Department/Agency: R-Board; City Manager's Office

PROGRAM DESCRIPTION

The R-Board advises that the current landfill cell, Cell F2, is filling and will reach capacity ahead of schedule. The original schedule was that the Cell would last approximately seven years. Based on current waste flows into the landfill, the projection is that the landfill will need to open Cell F3 after five years. The R-Board currently plans for the City and Stafford County to approve revenue bond financing for the construction of the new cell, which is currently forecast for FY 2021. The R-Board's current finances will allow for the payment of the debt service from R-Board tipping fees, and there should be no impact on the City's operating funds from the opening of the new cell.

OPERATING IMPACT SUMMARY

Debt service will be paid from R-Board revenues. Timing may be revised.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		0	2,500,000	0	0	0	0	2,500,000	
Total		$0	$2,500,000	$0	$0	$0	$0	$2,500,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
Debt Issuance		0	2,500,000	0	0	0	0	2,500,000	
Total		$0	$2,500,000	$0	$0	$0	$0	$2,500,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Debt Service	0	534,000	418,000	418,000	418,000	418,000	2,206,000	Ongoing
R-Board Payments	0	(534,000)	(418,000)	(418,000)	(418,000)	(418,000)	(2,206,000)	Ongoing
Total	$0	$0	$0	$0	$0	$0	$0	

Wheeled Refuse Cart Replacement

Total Project Cost: $525,000 **Estimated Opening Date:** FY 2023 **City Council's Vision:** Green, Clean Environment

Department/Agency: Public Works

PROGRAM DESCRIPTION

This is the phased replacement of the the 65 gallon roll-out carts used for both solid waste and recycling.

PROJECT COSTS

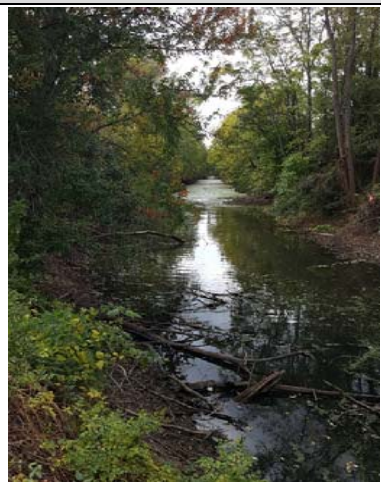
Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Equipment Purchases	0	0	0		350,000	175,000	0	525,000	
Total	$0	$0	$0	$0	$350,000	$175,000	$0	$525,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	0	0	350,000	175,000	0	525,000	
Total	$0	$0	$0	$0	$350,000	$175,000	$0	$525,000	

Canal Improvements

Total Project Cost: $354,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Green, Clean Environment

Department/Agency: Public Works **Updated in FY 2020**



PROGRAM DESCRIPTION

Debris has been accumulating in the Rappahannock Canal for years. Although it is a natural process, because the canal is a man-made, closed (no fresh water naturally flowing into the system) system, the rotting debris lowers dissolved oxygen levels (DO) in the water, which is detrimental to aquatic life. Debris removal also lends to a more aesthetically pleasing canal. This CIP project includes funding a four year debris removal program. The program may be extended in future capital plans or absorbed into the operating budget.

The aeration system was installed in 2005 and will require replacement of the compressors and areations lines in a systematic way to assure continued optimum performance and benefit. The aeration system that provides compressed air to the Canal through slitted plastic lines helps to keep DO levels in the canal at an acceptable level.

OPERATING IMPACT SUMMARY

Debris removal maybe incorporated into the operating budget after the initial debris removal project.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debris Removal	50,000	50,000	50,000	50,000	0	0	0	150,000	
Aeration System	18,000	18,000	18,000	18,000	0	0	0	54,000	
Dredge Upper Canal		0	0	0	0	150,000	0	150,000	
Total	$68,000	$68,000	$68,000	$68,000	$0	$150,000	$0	$354,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
General Fund Transfer	68,000	68,000	68,000	68,000	0	150,000	0	354,000	
Total	$68,000	$68,000	$68,000	$68,000	$0	$150,000	$0	$354,000	

Culvert Replacement

Total Project Cost: $2,700,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Green, Clean Environment

Department/Agency: Public Works **Updated in FY 2020**

PROGRAM DESCRIPTION

The City's storm drains and culverts require periodic maintenance and replacement in order to continue to function. Culvert replacement funding is set aside each year so the Department of Public Works can maintain and upgrade if necessary the culvert and ditch drainage system. This funding also gives Public Works access to funding when culverts or drainpipes need emergency repair. Other projects have been identified and are scheduled based on condition. The projects are reviewed annually and scheduled and costs may be updated in future CIP's.

The Comprehensive Plan discusses the need to possibly build new or retrofit existing stormwater management facilities, and this funding will help support that goal.

FY 2020 funding includes a transfer from the Stormwater Management Fund. The FY2020 Budget includes a 1 cent increase in the property tax rate related to stormwater.

OPERATING IMPACT SUMMARY

These funds are to replace existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Culvert Replacement and Repair	Ongoing	50,000	50,000	250,000	250,000	250,000	250,000	1,100,000	
Huntington Hills		300,000	0	0	0	0	0	300,000	
Route 1 Culvert		100,000	0	0	0	0	0	100,000	
Learning Lane		0	200,000	0	0	0	0	200,000	
100 Block William Street		0	0	500,000	0	0	0	500,000	
Central Road		0	0	0	500,000	0	0	500,000	
Total		$450,000	$250,000	$750,000	$750,000	$250,000	$250,000	$2,700,000	Ongoing

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	Ongoing	150,000	250,000	750,000	750,000	250,000	250,000	2,400,000	Ongoing
Storm Water Funding	0	300,000	0	0	0	0	0	300,000	
Total	$0	$450,000	$250,000	$750,000	$750,000	$250,000	$250,000	$2,700,000	Ongoing

Pond 'D' Constructed Wetland BMP Retrofit

Total Project Cost: $6,000,000 **Estimated Opening Date:** FY 2021 **City Council's Vision:** Green, Clean Environment

Department/Agency: Planning

PROGRAM DESCRIPTION

Pond 'D' is an existing flood control facility that impounds an unnamed tributary to Hazel Run between the Great Oaks subdivision at the end of Black Oak Court and the Police Station. The drainage area to the existing impoundment is approximately 700 acres and drains a large impervious section of Central Park. The existing basin was designed to abate downstream flooding on homes and properties. Water quality treatment was not a prominent design feature in this facility.

Pond 'D' was targeted as a potential stormwater management best management practice (BMP) as part of the City's Chesapeake Bay Total Maximum Daily Load (TMDL) action planning to reduce Nitrogen (N), Phosphorus (P), and Sediment (TSS) from the Bay as required by the City's Municipal Separate Storm Sewer System (MS4) permit obligations. Under the permit structure, the City must meet 40% of its overall pollutant removal reductions by June 30, 2023. The City performed an analysis of Pond 'D' to assess viability of water quality enhancement/retrofit, pollutant removal potential, cost estimate, limiting site factors, and potential for state Stormwater Local Assistance Fund (SLAF) 50/50 matching grants based on competitive $/lb. removal rates. The City concluded that Pond 'D' could best be retrofitted as a Level 1 or Level 2 Constructed Wetland. Based on their projections the Level 1 design would achieve the overall 40% reductions to meet the current MS4 permit, however the Level 2 design would achieve 100% of the City's TMDL requirements for N, P, and TSS.

Based on the preliminary figures for Level 1 or Level 2 Phosphorus removal, $14.3k/lb. and $19.5k/lb. respectively, the City is well-positioned below the SLAF threshold of $49k/lb. Phosphorus recommended for grant funding and would seek 50% matching funds to complete this project and achieve its TMDL goals and the City Council's Vision for a Green, Clean Environment.

OPERATING IMPACT SUMMARY

Initial operating costs include replanting of wetland plants, out years reflect annual maintenance costs. The FY2020 Recommended Budget includes a 1 cent increase in the property tax rate related to stormwater which may be used to offset debt service in future years.

PROJECT COSTS

Cost Categories	Prior Years		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction			0	6,000,000	0	0	0	0	6,000,000	
Total			$0	$6,000,000	$0	$0	$0	$0	$6,000,000	

Funding Sources	Prior Years		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	0		0	3,000,000	0	0	0	0	3,000,000	
State DEQ	0		0	3,000,000	0	0	0	0	3,000,000	
Total	$0		$0	$6,000,000	$0	$0	$0	$0	$6,000,000	

Operating Impacts		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Personnel		0	0	0	0	0	0	0	
Operating		0	20,000	15,000	10,000	5,000	5,000	55,000	
Debt Service		0	0	225,660	225,660	225,660	225,660	902,638	
Total		$0	$20,000	$240,660	$235,660	$230,660	$230,660	$957,638	

Kensington Trail Connector

Total Project Cost: $2,001,550 **Estimated Opening Date:** 2022

City Council's Vision: Building Community Through Cultural Vibrancy

Department/Agency: Transportation

PROGRAM DESCRIPTION

The Kensington Connector is a 10-foot wide asphalt pathway along the west side of Lafayette Boulevard. The pathway will extend from Twin Lakes Drive to St. Paul Street, a distance of 0.27 miles.

OPERATING IMPACT SUMMARY

As trails are added, additional man-hours will be required to maintain them.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary Engineering	20,000	0	500,000	0	0	0	0	520,000	
Right of Way	0	0	700,000	0	0	0	0	700,000	
Construction	0	0	781,550	0	0	0	0	781,550	
Total	$20,000	$0	$1,981,550	$0	$0	$0	$0	$2,001,550	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	20,000	0	0	0	0	0	0	20,000	
VDOT - Smart Scale		0	1,481,550	0	0	0	0	1,481,550	
VDOT - CMAQ		0	500,000	0	0	0	0	500,000	
Total	$20,000	$0	$1,981,550	$0	$0	$0	$0	$2,001,550	

Pathway Improvements (Idlewild Connector & Embrey Dam Trail)

Total Project Cost: $70,000 **Estimated Opening Date:** FY 2021

City Council's Vision: Distinct and Linked Neighborhoods

Department/Agency: Transportation

PROGRAM DESCRIPTION

The Fredericksburg trail system includes ten-foot wide, multi-use pathways in a network that extends throughout much of the City. This project will establish two trail links from the Idlewild neighborhood to the existing VCR trailhead. The steep slopes that characterize the Idlewild subdivision require careful engineering/planning of appropriate routes. Additional trail work is also needed west of the Hazel Run Bridge. New projects may be identified in future plans as resources allow.

OPERATING IMPACT SUMMARY

Any additional trail miles will increase demands on staff time and maintenance resources.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		40,000	30,000	0	0	0	0	70,000	
Total		$40,000	$30,000	$0	$0	$0	$0	$70,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Local Funds		40,000	30,000	0	0	0	0	70,000	
Total		$40,000	$30,000	$0	$0	$0	$0	$70,000	

Pedestrian Bridge Repairs

Total Project Cost: $1,099,000 **Estimated Opening Date:** Ongoing

City Council's Vision: Building Community Through Cultural Vibrancy

Department/Agency: Public Works **New in FY 2020**

PROGRAM DESCRIPTION

The Public Works Department recently instituted a pedestrian bridge inspection program. Based on the findings of those reports, the department identified major repair projects for the bridges along the Canal Path, the Heritage Trail, and the Virginia Central Railway (VCR) Trail.

OPERATING IMPACT SUMMARY

The project is the repair of current assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary Work		50,000	0	0	0	0	0	50,000	
Gordon Shelton Bridge		0	196,000	0	0	0	0	196,000	
Lompano Bridge		0	0	209,000	0	0	0	209,000	
Tom & Ruth Higgins Bridge		0	0	0	198,000	0	0	198,000	
Normandy Bridge		0	0	0	0	196,000	0	196,000	
Quarry Foot Bridge (replacement)		0	0	0	0	0	250,000	250,000	
Total		$50,000	$196,000	$209,000	$198,000	$196,000	$250,000	$1,099,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Local Funds		50,000	196,000	209,000	198,000	196,000	250,000	1,099,000	
Total	$0	$50,000	$196,000	$209,000	$198,000	$196,000	$250,000	$1,099,000	

Virginia Central Railway (VCR) Trail Bridge

Total Project Cost: $160,000 **Estimated Opening Date:** 2020

Department/Agency: Transportation

City Council's Vision: Building Community Through Cultural Vibrancy

PROGRAM DESCRIPTION

The Virginia Central Railway (VCR) Trail extends from downtown Fredericksburg to a trailhead near the Idlewild neighborhood, a distance of 2.5 miles. This facility is a ten-foot wide, asphalt surfaced, multi-use trail that can be used in all weather. An additional 3/4 mile section of the old railway bed extends west, from the Idlewild trailhead, but is cut off from potential access by Hazel Run. This project will place a bridge across this waterway and open the western-most section of the old railway bed to recreational use.

Historically, the railway extended from Fredericksburg westward for 30 miles to the Town of Orange. Fredericksburg is turning the VCR right-of-way within the City limits into a bicycle/pedestrian route, both for transportation and recreation. Similar efforts have occurred in Spotsylvania County on other sections of the VCR. The long term vision is to have a complete hiking/biking route from Fredericksburg to Orange, which would need to include a tunnel through the Interstate embankment. In the meantime, the City intends to open the entire railway trail in this jurisdiction to public use.

OPERATING IMPACT SUMMARY

As trails are added, additional man-hours will be required to maintain them.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary Engineering	20,000	0	0	0	0	0	0	20,000	
Construction	0	140,000	0	0	0	0	0	140,000	
Total	$20,000	$140,000	$0	$0	$0	$0	$0	160,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
VDOT	20,000	140,000	0	0	0	0	0	160,000	
Total	$20,000	$140,000	$0	$0	$0	$0	$0	$160,000	

Asphalt & Concrete Program

Total Project Cost: $5,900,000 **Estimated Opening Date:** Ongoing

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works

PROGRAM DESCRIPTION

Each year the City uses local and Virginia Department of Transportation (VDOT) revenue sharing funds to complete an asphalt reconstruction and repaving program. Major transportation roads in the City are candidates for the annual revenue sharing application while less travelled neighborhood streets are locally funded. The City now receives primary roadway paving funds from VDOT as well, which require no local match. The City maximizes funding available each year to address the streets in the greatest need of repair.

The maintenance of the City's street system is essential to the transportation network, and supports the Comprehensive Plan's goals in providing good transportation in the community.

The FY 2020 program will include public roads within the Mary Washington Hospital campus. The City will also continue traffic calming efforts as resources allow.

The FY 2021 program will include Stafford Avenue reconstruction.

OPERATING IMPACT SUMMARY

The annual asphalt and concrete program maintains existing streets, roads, curbs and gutters.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		1,750,000	800,000	800,000	800,000	800,000	800,000	5,750,000	
Traffic Calming		50,000	50,000	50,000	0	0	0	150,000	
Total	$0	$1,800,000	$850,000	$850,000	$800,000	$800,000	$800,000	$5,900,000	Ongoing

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
Fuel Tax		370,000	0	0	0	0	0	370,000	
Local Funds		530,000	850,000	850,000	800,000	800,000	800,000	4,630,000	
VDOT Funding		900,000	0	0	0	0	0	900,000	
Total	Ongoing	$1,800,000	$850,000	$850,000	$800,000	$800,000	$800,000	$5,900,000	Ongoing

Gateway Boulevard Extension

Total Project Cost: $37,700,000 **Estimated Opening Date:** 2022

Department/Agency: City Manager's Office **Updated in FY 2020**

City Council's Vision: Employment Epicenter

PROGRAM DESCRIPTION

Gateway Boulevard is a new facility. It will be designed as a four-lane, divided roadway, with a sidewalk and 10-foot wide trail located generally between Plank Road and Cowan Boulevard as depicted on the map. The road will provide access to an undeveloped tract of land east of I-95.

The current estimate is preliminary and may be revised as the project develops.

OPERATING IMPACT SUMMARY

To be determined. Gateway Boulevard will be added to the City's road network and maintenance schedule.

Although the City's share is identified as funded through debt, the City is actively pursuing alternate funding sources.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary	0	2,500,000	0	0	0	0	0	2,500,000	
Right of Way	0	0	15,700,000	0	0	0	0	15,700,000	
Construction & Construction Mgmt	0	0	19,500,000	0	0	0	0	19,500,000	
Total	$0	$2,500,000	$35,200,000	$0	$0	$0	$0	$37,700,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	0	2,500,000	26,900,000	0	0	0	0	29,400,000	
ROW Donation			8,300,000	0	0	0	0	8,300,000	
Total	**0**	$2,500,000	$35,200,000	$0	$0	$0	$0	$37,700,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Operating	0	0	0	0	0	0	0	TBD
Debt Service	0	188,050	2,211,463	2,211,463	2,211,463	2,211,463	9,033,902	Ongoing
Total	$0	$188,050	$2,211,463	$2,211,463	$2,211,463	$2,211,463	$6,822,439	

Beulah - Salisbury Drive and Dixon Street Intersection Improvements

Total Project Cost: $250,000 **Estimated Opening Date:** Ongoing

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works **New in FY 2020**

PROGRAM DESCRIPTION

The project includes the addition of a right tum lane on Beulah-Salisbury Drive and the enlargement of the turning radii to facilitate the turning movements of large tractor trailers.

OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		0	0	0	250,000	0	0	250,000	
Total		$0	$0	$0	$250,000	$0	$0	$250,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY2022	FY2023	FY2024	FY2025	TOTAL	Later Years
Local Funds		0	0	0	250,000	0	0	250,000	
Total		0	0	0	250,000	0	0	250,000	

George & Princess Anne Streets Intersection Improvements

Total Project Cost: $350,000 **Estimated Opening Date:** 2020

Department/Agency: Public Works **New in FY 2020**

City Council's Vision: Public Service - The Backbone of Our Community

PROGRAM DESCRIPTION

The intersection of George Street and Princess Anne Street is the only remaining signalized intersection in downtown Fredericksburg that does not have pedestrian signals. The City submitted a funding application to VDOT's Highway Safety Improvement Program (HSIP) for installation of pedestrian signals and other upgrades at this intersection.

OPERATING IMPACT SUMMARY

Additional operating costs will be incorporated into the Public work budget.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	0	350,000	0	0	0	0	0	350,000	
Total	$0	$350,000	$0	$0	$0	$0	$0	$350,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
VDOT	0	350,000	0	0	0	0	0	350,000	
Total	$0	$350,000	$0	$0	$0	$0	$0	$350,000	

Lafayette Boulevard Pedestrian Safety & Lafayette / Kenmore Roundabout

Total Project Cost: $4,600,000 **Estimated Opening Date:** 2025

Department/Agency: Public Works **Updated Cost Estimate**

City Council's Vision: Cutting Edge Transportation Solutions

PROGRAM DESCRIPTION

The City has included funding for pedestrian improvements along Lafayette Boulevard, which is a heavily-travelled corridor for pedestrians. In addition, there is a project to replace the existing traffic signal at Lafayette Boulevard and Kenmore Avenue with a traffic circle.

Project Justification: The City's long-range plan should include improvements for pedestrians along Lafayette Boulevard, in accordance with the Lafayette Boulevard corridor study. The traffic circle design has the potential to improve the flow of both vehicular and pedestrian traffic in that intersection, although more detailed study is required. This improvement may require right-of-way acquisition as well.

OPERATING IMPACT SUMMARY

Additional pedestrian facilities, such as sidewalks, would require long-term maintenance. The traffic circle project will also require long-term maintenance; however, there are cost savings associated with the removal of a traffic signal, including power costs and costs for replacement controllers, lights, etc.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Design	0	600,000	0	0	0	0	0	600,000	
Right of Way	0	0	0	2,000,000	0	0	0	2,000,000	
Construction	0	0	0	0	0	2,000,000	0	2,000,000	
Total	$0	$600,000	$0	$2,000,000	$0	$2,000,000	$0	$4,600,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
VDOT	0	600,000	0	2,000,000	0	2,000,000	0	4,600,000	
Total	$0	$600,000	$0	$2,000,000	$0	$2,000,000	$0	$4,600,000	

Route 3 - Traffic Signal Modernization

Total Project Cost: $1,047,000 **Estimated Opening Date:** 2021

City Council's Vision: Cutting Edge Transportation Solutions

Department/Agency: Public Works

PROGRAM DESCRIPTION

The City of Fredericksburg, through the Fredericksburg Area Metropolitan Planning Organization (FAMPO), has obtained future capital funding for Phase II of various improvements to the traffic signals on State Route 3.

This will allow for the signals to be updated with the most efficient equipment along with the ability to be optimized to current travel conditions creating the safest and best flowing traffic pattern for this area.

OPERATING IMPACT SUMMARY

The City currently maintains these systems.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	369,000	417,000	261,000	0	0	0	0	1,047,000	
Total	$369,000	$417,000	$261,000	$0	$0	$0	$0	$1,047,000	

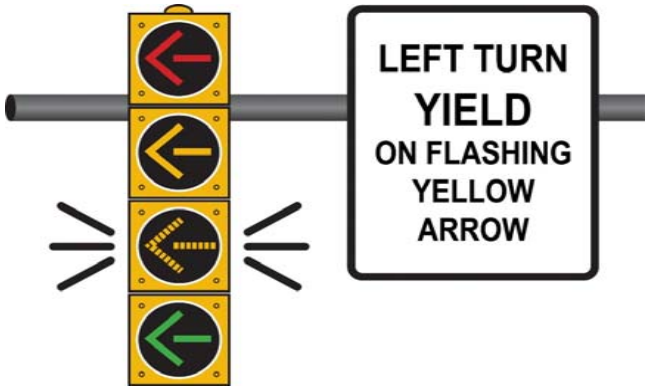
Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
VDOT - CMAQ	369,000	417,000	261,000	0	0	0	0	1,047,000	
Total	$369,000	$417,000	$261,000	$0	$0	$0	$0	$1,047,000	

Traffic Signal Conversion to Flashing Amber Left Turns

Total Project Cost: $495,000 **Estimated Opening Date:** 2021

City Council's Vision: Cutting Edge Transportation Solutions

Department/Agency: Public Works



PROGRAM DESCRIPTION

Due to new Federal Highway Administration regulations, certain intersections in the City of Fredericksburg with permissive left turn signals will be converted to a flashing amber left turn arrow from the green ball. All new signals will be constructed to meet this new standard.

The following signals are included in this program:

-Cowan Blvd at Hospital Drive and Snowden Hills Blvd

-Carl D. Silver Pkwy. at Trade St., Lowes, Cowan / Central Park Blvd, the Walmart entrance, Gordon W. Shelton Blvd, and Hospitality Ln

-Central Park Blvd. at Trade St. and Corporate Center

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	0	495,000	0	0	0	0	0	495,000	
Total	$0	$495,000	$0	$0	$0	$0	$0	$495,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
VDOT - HSIP	0	495,000	0	0	0	0	0	495,000	
Total	$0	$495,000	$0	$0	$0	$0	$0	$495,000	

Traffic Signal Conversion Modernization

Total Project Cost: $1,120,000 **Estimated Opening Date:** FY 2021-24 **City Council's Vision:** Cutting Edge Transportation Solutions

Department/Agency: Public Works

PROGRAM DESCRIPTION

This project will allow for the signals to be updated with the most efficient equipment along with the ability to be optimized to current travel conditions. The City will request funding for the Traffic Signal projects through the Fredericksburg Area Metropolitan Planning Organization (FAMPO). If VDOT funds are not available, the scope of the project will be reduced.

OPERATING IMPACT SUMMARY

The signals represent replacements of currently signalized intersections.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction	0	0	280,000	280,000	280,000	280,000	0	1,120,000	
Total	$0	$0	$280,000	$280,000	$280,000	$280,000	$0	$1,120,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	140,000	140,000	140,000	140,000	0	560,000	
VDOT - 50/50 Revenue Sharing	0	0	140,000	140,000	140,000	140,000	0	560,000	
Total	$0	$0	$280,000	$280,000	$280,000	$280,000	$0	$1,120,000	

FY 2020 - 2025 Adopted CIP - Public Facilities Capital Fund							
Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Community Planning and Building							
Planning Area Updates	105,000	150,000	75,000	0	0	0	**$330,000**
Information Technology							
Fiber Network Expansion	98,000	50,000	76,000	0	0	0	**$224,000**
IT Disaster Resilience Plan Implementation	94,000	0	0	0	0	0	**$94,000**
NG911 Implementation	1,185,000	0	0	0	0	0	**$1,185,000**
Public Safety IT System Replacement	0	0	0	0	0	2,500,000	**$2,500,000**
Technology Replacements	300,000	467,700	396,000	348,000	359,000	370,000	**$2,240,700**
Parking							
Hanover Street Parking	315,000	0	0	0	0	0	**$315,000**
Parks, Recreation & Events							
ADA Accessibility to Park Amenities	140,000	0	60,000	0	0	0	**$200,000**
Alum Springs Park Improvements	0	0	1,310,000	124,000	0	0	**$1,434,000**
City Dock Improvements	0	0	0	0	37,500	0	**$37,500**
Dixon Park Improvements & Wetlands Pavilion	0	19,000	0	240,000	0	0	**$259,000**
Memorial Park Improvements	0	0	0	0	540,000	0	**$540,000**
Parks & Playground Improvements	0	68,500	269,500	0	150,000	90,000	**$578,000**

FY 2020 - 2025 Adopted CIP - Public Facilities Capital Fund							
Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Public Facilities							
Bass Ellison Improvements	0	0	60,000	0	0	0	**$60,000**
Central Rappahannock Regional Library	123,000	0	0	55,500	0	0	**$178,500**
City Hall Renovation	140,000	250,000	30,000	100,000	0	0	**$520,000**
Dorothy Hart Community Center	0	0	67,500	0	0	0	**$67,500**
Executive Plaza - Electrical Upgrades	125,000	0	0	0	0	0	**$125,000**
Energy Retrofit	50,000	300,000	103,000	0	0	0	**$453,000**
Old Town Hall	50,000	0	600,000	400,000	0	0	**$1,050,000**
Roof Repair & HVAC Maintenance	75,000	100,000	150,000	150,000	150,000	150,000	**$775,000**
Train Station Sidewalk and Conduit Repair	125,000	90,000	0	0	0	0	**$215,000**
Visitor's Center	60,000	66,000	0	0	0	0	**$126,000**
Total	**$2,985,000**	**$1,561,200**	**$3,197,000**	**$1,417,500**	**$1,236,500**	**$3,110,000**	**$13,507,200**

FY 2020 - 2025 Adopted CIP - Public Facilities Capital Fund

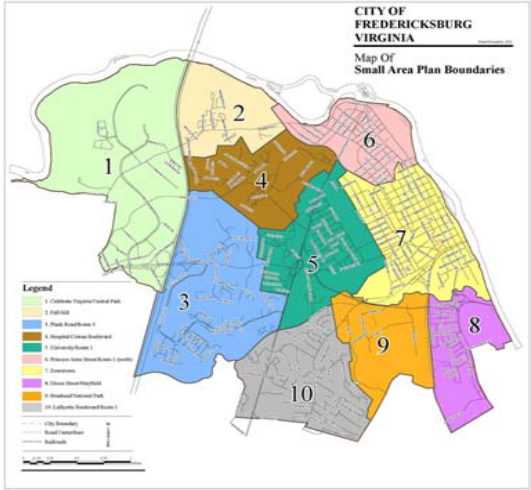
Funding Sources	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Issuance	0	0	1,910,000	400,000	0	0	**$2,310,000**
General Fund Transfer / Other Local Sources	1,675,000	1,561,200	1,287,000	1,017,500	1,236,500	3,020,000	**$9,797,200**
Donations	0	0	0	0	0	90,000	**$90,000**
State/Federal	1,185,000	0	0	0	0	0	**$1,185,000**
Total	**$2,985,000**	**$1,561,200**	**$3,197,000**	**$1,417,500**	**$1,236,500**	**$3,110,000**	**$13,507,200**

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Personnel	0	0	0	0	0	0	**$0**
Operating	60,476	60,476	63,536	98,536	98,536	98,536	**$480,095**
Debt Service	0	0	0	166,148	215,464	215,464	**$597,075**
Revenue / Savings	(6,420)	(11,192)	(19,192)	(11,192)	(11,192)	(11,192)	**($70,380)**
Total	**$54,056**	**$49,284**	**$44,344**	**$253,491**	**$302,808**	**$302,808**	**$1,006,791**

Planning Area Updates

Total Project Cost: $905,000 **Estimated Opening Date:** 2019-2022 **City Council's Vision:** Distinct and Linked Neighborhoods

Department/Agency: Planning **Updated Cost Estimate**



PROGRAM DESCRIPTION

The 2015 Comprehensive Plan provides for 10 Small Area Plans. These plans will identify the strengths and weaknesses in planning policy and land use regulation for each planning area. The new small area plans will incrementally establish a new General Land Use Plan Map. The small area plans will result in revised land use regulations based on 21st century planning concepts, including form based codes, and will foster all areas of the City to become walkable urban places with "complete streets" accommodating multiple forms of transportation.

These funds will be used for consultant services that will include a city-wide market analysis, with tailored information for each planning area, identifying the economic potential for residential, commercial, and/or industrial uses in each planning area. The services will include urban design/land use analysis to develop policies resulting in form based codes for land use regulations.

To be completed in FY19:
Area 7: the Downtown core and four surrounding neighborhoods
To be completed in FY20:
Area 1: the Central Park/Celebrate Virginia area west of I-95,
Area 2: the top of Fall Hill, east of I-95, and
Area 4: the Mary Washington Medical Center area and Cowan Boulevard corridor.
To be completed in FY 21:
Area 5: Mary Washington University, the College Heights neighborhood, and the Route 1 corridor between the Rappahannock Canal and the new VCR trail/Hazel Run.
Area 8: the Dixon Street/Mayfield area south of Hazel Run and east of the CSX railroad.
Area 9: the Braehead/National Park area, from the CSX railroad to Lee Drive corridor, south of Hazel Run.
Area 10: the Lafayette Boulevard and Route 1 corridors south of the new VCR trail.

Additional funds are requested in FY 2021 for follow-up studies resulting from initial area planning work.

OPERATING IMPACT SUMMARY

These planning efforts will identify future CIP projects as well as policy and ordinance changes to implement the plan's recommendations. Engineering recommendations will be developed to direct public improvements for complete streets that allow for a diversity of transport modes and that are appropriately scaled for the current character of the neighborhood, as well as the overall road network. Engineering work will also address water/sewer issues and stormwater issues as needed.

PROJECT COSTS

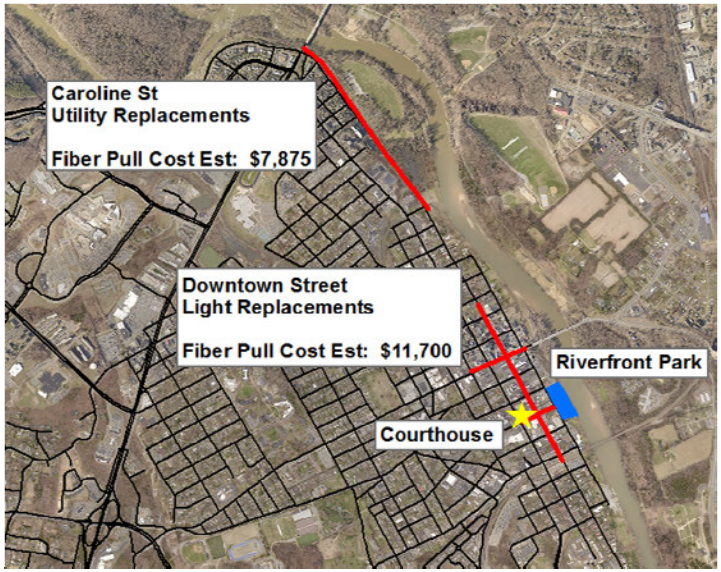
Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Planning Area Updates	575,000	105,000	150,000	75,000	0	0	0	905,000	
Total	$575,000	$105,000	$150,000	$75,000	$0	$0	$0	$905,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	575,000	105,000	150,000	75,000	0	0	0	905,000	
Total	$575,000	$105,000	$150,000	$75,000	$0	$0	$0	$905,000	

Fiber Network Expansion

Total Project Cost: $224,000 **Estimated Opening Date:** 2020-2022 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Information Technology



PROGRAM DESCRIPTION

Fiber Co-location/Empty Conduit Fund: Each year, a number of construction projects are underway either by the City's Public Works Department or by contractors and businesses working within the City limits. The City will expand our fiber network or lay empty conduit for future use as opportunities arise to further City Council's One Dig Initiative.

Fiber Network Expansion: Funding is requested to extend the City's fiber network to Dixon Park Maintenance, the Wastewater Plant, and the City Shop. The project also extends the network from the City Shop to connect to Walker Grant Middle School, creating a fiber "loop" throughout the entire City. Fiber optics provide large capacity, high speed data transmission over long distances and would improve the work capabilities of employees. The project will enable staff at the Wastewater Plant to access City-wide drives on which important shared city documents are stored. The City Shop and Wastewater Treatment Plant would be able to utilize the City's internet pipe and firewalls saving costs and reducing the management platform for IT.

OPERATING IMPACT SUMMARY

Additional operating costs are associated with Public WiFi.

Operating savings result from the elimination (or avoidance) of third party communication lines.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Fiber Co-location		50,000	0	0	0	0	0	50,000	
City Shop and Loop Closure		48,000	0	0	0	0	0	48,000	
Wastewater/Dixon Park		0	50,000	0	0	0	0	50,000	
Public WiFi		0	0	76,000	0	0	0	76,000	
Total	$0	$98,000	$50,000	$76,000	$0	$0	$0	$224,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	98,000	50,000	76,000	0	0	0	224,000	
Total	$0	$98,000	$50,000	$76,000	$0	$0	$0	$224,000	$0

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Operating	0	0	3,060	3,060	3,060	3,060	9,180
Revenue/Savings	(6,420)	(11,192)	(19,192)	(11,192)	(11,192)	(11,192)	(59,188)
Total	($6,420)	($11,192)	($16,132)	($8,132)	($8,132)	($8,132)	($50,008)

IT Disaster Resilience Plan Implementation

Total Project Cost: $234,000 **Estimated Opening Date:** 2020

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Information Technology **Project Updated**

PROGRAM DESCRIPTION

Storage and Backup Resilience: Provide redundant offsite backup solution to the cloud. The cloud based off-site storage will provide a secure location to copy data to and from without having to depend on out dated cassette tape technology and time delays when tapes are needed for mission-critical restores of data. This functionality is a key component of 2015 IT Strategic Plan disaster resilience recommendation.

Encrypted Fiber Line: The fiber line will be used for replication of the Public Safety servers between the Police Department and City Hall and be encrypted with a FIPS 140-2 level cryptographic module. New appliances are required to provide this security feature.

City Hall and Police Department 100M Fiber Upgrade: In conjunction with the proposed cloud-hybrid backup solution, a more robust internet service bandwidth is required. Both the City's and the Police Department's fiber internet service reach bandwidth capacity very frequently which causes congestion and dramatically slows down internet access for all users during critical business hours.

City Hall Secondary Internet line install: As part of the Disaster Resilience plan, a secondary Internet Service Provider (ISP) at our City Hall server room location is recommended. This would provide redundancy in our internet connection for the City and allow resilience in the case of provider outages.

OPERATING IMPACT SUMMARY

Backup Solution is currently due for replacement, costs to move to Veeam Solution in the cloud reduces operating costs slightly each year from current annual expense of $21,100.

Current Internet Costs of $21,816 per year will be replaced by the costs in this CIP request for Internet Service Upgrade. The net increase of $14,000/yr for both sites provides double the bandwidth, provides for the requisite resiliency for public safety and is necessary for the City to continue to conduct buisness into the future due to increasing bandwidth needs.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY2023	FY2024	FY2025	TOTAL	Later Years
Project Costs	140,000	94,000	0	0	0	0	0	234,000	
Total	$140,000	$94,000	$0	$0	$0	$0	$0	$234,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY2023	FY2024	FY2025	TOTAL	Later Years
General Fund Transfer	140,000	94,000	0	0	0	0	0	234,000	
Total	$140,000	$94,000	$0	$0				$234,000	$0

Operating Impacts	FY 2020	FY 2021	FY 2022	FY2023	FY2024	FY2025	TOTAL	
Operating	60,476	60,476	60,476	60,476	60,476	60,476	302,379	Ongoing
Total	$60,476	$60,476	$60,476	$60,476	$60,476	$60,476	$302,379	

NG911 Implementation

Total Project Cost: $1,185,000 **Estimated Opening Date:** 2021

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Information Technology **New in FY 2020**

PROGRAM DESCRIPTION

Next Generation 911 (NG911) is an effort to upgrade 911 communication lines from analog to digital. This will provide new bandwidth capacity for better response to mobile callers and provide for the receipt of 911 calls in the form of text, images, video and data. This effort also positions localities to work more closely as regional dispatch centers. There is no option for not moving to the new platform and the state has funding to assist the City in the migration. The estimated increase in annual operating costs is $35,000 beginning FY2023 to support the new system. This estimate will be revised and is dependent on the system and options the City selects.

OPERATING IMPACT SUMMARY

$35,000 increase in 911 costs annually beginning in 2023.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Installation		1,185,000	0	0	0	0	0	1,185,000	
Total		$1,185,000	$0	$0	$0	$0	$0	$1,185,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Commonwealth of Virginia	0	1,185,000	0	0	0	0	0	1,185,000	
Total		$1,185,000	$0	$0	$0	$0	$0	$1,185,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Operating	0	0	0	35,000	35,000	35,000	105,000	Ongoing
Total	$0	$0	$0	$35,000	$35,000	$35,000	$105,000	Ongoing

Public Safety IT System Replacement

Total Project Cost: $2,500,000 **Estimated Opening Date:** 2025

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Information Technology **New in FY 2020**

PROGRAM DESCRIPTION

The Police Department's current public safety system will be upgraded as it approaches the end of its useful life. IT estimates a 3 year planning horizon for procurement and installation. There could be opportunities for regional cooperation with this project as well that would impact costs. The estimates provided are placeholders.

OPERATING IMPACT SUMMARY

To be determined.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs			0	0	0	0	2,500,000	2,500,000	
Total		$0	$0	$0	$0	$0	$2,500,000	$0	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		0	0	0	0	0	2,500,000	0	
Total		$0	$0	$0	$0	$0	$2,500,000	$0	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Operating	0	0	0	0	0	0	0	TBD
Total	$0	$0	$0	$0	$0	$0	$0	

Technology Replacements

Total Project Cost: $2,240,700 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Information Technology

PROGRAM DESCRIPTION

The City replaces computer technology used by our operating Departments through the capital fund, currently on a four-year cycle. Ongoing funding for computer replacements for worn or outdated computers is essential for City operations. Annual increases are included to accommodate the City's IT needs.

Scheduled for replacement are PCs, module data terminals, iPads, servers, switches, routers and firewalls. A variety of other hardware and software replacements may be funded as resources allow.

Broadband Needs Assessment/Development Strategy: The development of a strategy to enhance Broadband will identify key City goals and provide a roadmap for future investment.

ERP Modules: The City is considering adding the following modules to the Enterprise Resource Planning (ERP) system: contract management, transparency - open data finance, parking ticket, and citizen engagement - incident management.

IT Strategic Plan: The 2015 IT Strategic Plan will be fully implemented this year. Technology is a fast-paced industry and a new plan should be crafted every 5 years that would serve to analyze trends in information technology and local government use of emergent technology, assist the City in planning for future IT projects that align with City Vision and Priorities.

OPERATING IMPACT SUMMARY

The IT budget contains a variety of ongoing operating costs related to the City's computer systems; however, the replacement program does not by itself create special additional operating costs.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Hardware and Software	Ongoing	300,000	315,000	331,000	348,000	359,000	370,000	2,023,000	Ongoing
Broadband Needs Assessment		0	60,000	0	0	0	0	60,000	
ERP Modules		0	92,700	0	0	0	0	92,700	
IT Strategic Plan		0	0	65,000	0	0	0	65,000	
Total		$300,000	$467,700	$396,000	$348,000	$359,000	$370,000	$2,240,700	Ongoing

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	Ongoing	300,000	467,700	396,000	348,000	359,000	370,000	2,240,700	Ongoing
Total		300,000	467,700	396,000	348,000	359,000	370,000	$2,240,700	Ongoing

Hanover Street Parking

Total Project Cost: $315,000

Estimated Opening Date: FY 2020

City Council's Vision: Employment Epicenter

Department/Agency: City Manager's Office

New in FY2020

PROGRAM DESCRIPTION

The project is managed by the University of Mary Washington (UMW). The City will contribute funds towards the addition of 112 surface parking spaces on the UMW campus near Hanover Street. The lot will provide additional parking for UMW athletic events and the City's use of the UMW athletic complex.

OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
City's Contribution	0	315,000	0	0	0	0	0	315,000	
Total		$315,000	$0	$0	$0	$0	$0	$315,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	315,000	0	0	0	0	0	315,000	
Total		$315,000	$0	$0	$0	$0	$0	$315,000	

ADA Accessibility to Park Amenities

Total Project Cost: $200,000 **Estimated Opening Date:** 2022-23 **City Council's Vision:** Building Community Through Cultural Vibrancy

Department/Agency: Parks, Recreation and Events

PROGRAM DESCRIPTION

The City has a variety of handicap-accessible features in many of its parks. This CIP request is a phased approach to improve access to the City's parks. Motts Run Reservoir has 100% accessible piers, as reviewed by the disAbility Resource Center, but no pathway to get from the gravel-base spaces in the parking lot to the accessible restroom trailer, rental office, and accessible piers. Motts also requires a floating dock to allow those with disabilities to enter and exit a canoe, kayak, or jon-boat from the pier. Alum Spring Park and VCR trail require an accessible pathway to get to the bathroom building that exists within the park. This portion of this project was moved from FY 2021 to FY 2020 by City Council during their review of the City Manager's Recommended CIP. Old Mill Park requires an accessible pathway to get from the gravel-based handicap parking spaces to the accessible restrooms and shelter.

Smaller projects at the Dog Park and WL Harris may be funded in the operating budget as resources allow.

OPERATING IMPACT SUMMARY

There is minimal financial impact outside of normal pathway maintenance. There is the potential for increased program and rental revenue resulting from more reliable access to a greater number of park amenities.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		140,000	0	60,000	0	0	0	200,000	
Total		$140,000	$0	$60,000	$0	$0	$0	$200,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund / Local Fnds		140,000	0	60,000	0	0	0	200,000	
Total		$140,000	$0	$60,000	$0	$0	$0	$200,000	

Alum Springs Park Improvements

Total Project Cost: $1,434,000 **Estimated Opening Date:** 2022-23 **City Council's Vision:** Building Community Through Cultural Vibrancy

Department/Agency: Parks, Recreation and Events

PROGRAM DESCRIPTION

Replace existing roadway/ford access to Alum Spring Park with a bridge over the ford into the park. The attempted repairs to the roadway access are failing and the water is chipping away at the patches that have been applied. In FY2018 Alum Spring Park was closed at least 40 full days and numerous partial days as a result of high water. This has the potential to dangerously impact anyone who enters the park via the pedestrian bridge and has any sort of need for emergency services and has trapped vehicles in the park when flash floods have occurred.

Renovation of the interior of the park storage building to develop usable classroom space in the park to serve both existing programs when threatened with weather as well as to develop new programs.

OPERATING IMPACT SUMMARY

Replacing the existing ford with a bridge will allow the park to remain open during certain high water events that would have made the ford impassable. Any additional operating costs will be absorbed into the PRE budget.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Bridge		0	0	1,310,000	0	0	0	1,310,000	
Storage Building Renovation		0	0	0	124,000	0	0	124,000	
Total		$0	$0	$1,310,000	$124,000	$0	$0	$1,434,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance		0	0	1,310,000	0	0	0	1,310,000	
General Fund Transfer		0	0	0	124,000	0	0	124,000	
Total		$0	$0	$1,310,000	$124,000	$0	$0	$1,434,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Debt Service	0	0	0	92,173	92,173	92,173	184,346	
Total	$0	$0	$0	$92,173	$92,173	$92,173	$184,346	

City Dock Improvements

Total Project Cost: $37,500 **Estimated Opening Date:** FY 2020

City Council's Vision: Building Community Through Cultural Vibrancy

Department/Agency: Parks, Recreation and Events

PROGRAM DESCRIPTION

The City Dock has been a fixture in Fredericksburg since George Washington's time. It has been updated over the years, but requires additional renovations. The dock is weathered and showing signs of deteriorating in some areas.

The City Dock will require a contractor to remove at least three layers of bulkhead boards and replace them using the existing hardware. Several more areas – the walkway by the boat launch ramps and the benches – are in need of repair as well. This project will be coordinated with the appropriate federal, state, and local offices to minimize impacts to the citizens. The ramp, previously used to dock the City of Fredericksburg Riverboat, is unusable in its current condition and should either be repaired or removed for safety reasons.

OPERATING IMPACT SUMMARY

There are no additional anticipated ongoing operational costs.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Dock Renovations		0	0	0	0	37,500	0	37,500	
Total		$0	$0	$0	$0	$37,500	$0	$37,500	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		0	0	0	0	37,500	0	37,500	
Total		$0	$0	$0	$0	$37,500	$0	$37,500	

Dixon Park Improvements & Wetlands Pavilion

Total Project Cost: $259,000 **Estimated Opening Date:** FY 2021-23 **City Council's Vision:** Building Community Through Cultural Vibrancy

Department/Agency: Parks, Recreation and Events

PROGRAM DESCRIPTION

The Dixon Park athletic fields and walking trails are a tremendous asset to the citizens of the City. The Department of PRE and the Recreation Commission support completion of the lights in the parking lot. The original park plan included these items but they were placed in a future phase for cost reasons at the time the project was constructed. The park is becoming popular for its walking trails. By finishing the pathways and lighting the pathway system, the park could be more appealing for longer periods of the day, and to a wider variety of citizens. The lighting of the trails is proposed for FY 2023.

Additionally, a new wetlands pavilion is requested in FY2021 which will allow for improved wetlands maintenance education for staff as well as for the public. The wetlands at Dixon Park have been protected since park construction in 2004. The construction of a covered shelter will allow for classes to study the wetlands habitat and inhabitants. This type of education is valuable in the continuation of the City's Stormwater Permitting, which requires an internal and an external communication and education plan.

OPERATING IMPACT SUMMARY

There will be costs associated with additional lighting and custodial service. Staff is evaluating energy efficient LED lighting and solar powered options to keep costs minimal.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		0	19,000	0	240,000	0	0	259,000	
Total		$0	$19,000	$0	$240,000	$0	$0	$259,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	19,000	0	240,000	0	0	259,000	
Total	$0	$0	$19,000	$0	$240,000	$0	$0	$259,000	

Memorial Park Improvements

Total Project Cost: $540,000 **Estimated Opening Date:** 2024

Department/Agency: Parks, Recreation and Events

City Council's Vision: Building Community Through Cultural Vibrancy

PROGRAM DESCRIPTION

Memorial Park Tennis Courts are separated into two areas – Courts #1-6, and Courts #7-8. Courts #7-8 are used for tennis but are also used as supplemental Pickleball Courts due to the rising popularity of the sport. The proposed lights provide over 50 foot-candles of light to the courts, reduce spill light by 50%, and reduce energy costs by 50%. With the increase of play on all of the courts, and the conversion of court #7 to four Pickleball courts, the installation of lights on courts #7-8 will increase the available number of courts that can be played on after dusk.

Funding is also included to expand parking on the City-owned property at the corner of Mary Ball Street and Kenmore Avenue.

OPERATING IMPACT SUMMARY

There are no additional ongoing operational costs anticipated with this project. While new lights on Courts #7-8 will add to the existing utility costs, efficiency from upgraded light fixtures may reduce overall utility costs. Additional costs associated with the parking lot will be incorporated into future operating budgets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Install lights Courts #7-8	0	0	0	0	0	115,000	0	115,000	
Replace lights Courts #1-6	0	0	0	0	0	175,000	0	175,000	
Parking Lot	0	0	0	0	0	250,000	0	250,000	
Total	$0	$0	$0	$0	$0	$540,000	$0	$540,000	$0

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	0	0	0	540,000	0	540,000	
Total	$0	$0	$0	$0	$0	$540,000	$0	$540,000	$0

Parks & Playground Improvements

Total Project Cost: $773,000 **Estimated Opening Date:** FY 2021-25

City Council's Vision: Building Community Through Cultural Vibrancy

Department/Agency: Parks, Recreation and Events **Updated in FY 2022**

PROGRAM DESCRIPTION

Park Improvements:

• Dixon Park Inline Skate Rink – site preparation including the removal of top soil, grading, gravelling, and installation of an asphalt pad, installation of LED poles and lighting.

• Doris E. Buffett Pool – Resurfacing of the pool, replacement of the ceramic tile both inside and outside of the pool area, and replacement of shade structures and amenities.

• Hurkamp Park – Installation of a brick wall on George Street to eliminate erosion problem and improve foot traffic. Several groups have expressed interest in fundraising to accomplish this project.

• Old Mill Park – The request is for a design study for flood-proofing the restroom building. FY 2022 request includes expansion of the parking lot for an additional 50-60 spaces, removing the septic tank as per City flood plan requirements, repair of the roadway within the park to include curbing, and replacement of Shelter 3 with an open/highly visible shelter for safety.

Playground Improvements:

• Maury Park - playground equipment replacement

• Old Mill Park - new playground for older children

• Memorial Park - seesaw replacement

• W.L. Harris Park - the addition of an ADA accessible driveway and pathway into the park and fence repairs

OPERATING IMPACT SUMMARY

There are additional operating costs for the Dixon Inline Skate Rink.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Dixon Inline Skating	170,000	0	0	0	0	150,000	0	320,000	
Doris E. Buffett Pool Improvements	25,000	0	25,000	0	0	0	0	50,000	
Hurkamp Wall		0	0	0	0	0	90,000	90,000	
Old Mill Park		0	0	203,500	0	0	0	203,500	
Playground Equipment		0	43,500	66,000	0	0	0	109,500	
Total	$195,000	$0	$68,500	$269,500	$0	$150,000	$90,000	$773,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	168,000	0	68,500	269,500	0	150,000	0	656,000	
Donations	27,000	0	0	0	0	0	90,000	117,000	
Total	$195,000	$0	$68,500	$269,500	$0	$150,000	$90,000	$773,000	

Bass Ellison Improvements

Total Project Cost: $60,000 **Estimated Opening Date:** FY 2022

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Facilities

PROGRAM DESCRIPTION

The Bass-Ellison Building houses the Department of Social Services and the Health Department. The project is for the renovation of the restrooms (primarily used by staff) to improve compliance with the American with Disabilities Act.

OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		0	0	60,000	0	0	0	60,000	
Total		$0	$0	$60,000	$0	$0	$0	$60,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		0	0	60,000	0	0	0	60,000	
Total		$0	$0	$60,000	$0	$0	$0	$60,000	

Central Rappahannock Regional Library

Total Project Cost: $178,500 **Estimated Opening Date:** FY 2020-23 **City Council's Vision:** Building Community Through Cultural Vibrancy

Department/Agency: Public Facilities - Library **Updated in FY 2020**

PROGRAM DESCRIPTION

Renovations to the theater room in the Downtown Branch will include the demolition of two existing rooms to create a larger theater space. Seating capacity will increase to about 250 from 180. Funding is also provided for carpeting on the 2nd and 3rd floors, a new water fountain, and repairs to the flag pole. Funding in FY 2023 is for landscaping and exterior lighting.

OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Theater Room		80,000	0	0	0	0	0	80,000	
Carpeting, Fountain, Flag Pole		43,000	0	0	0	0	0	43,000	
Landscaping & Exterior Lighting		0	0	0	55,500	0	0	55,500	
Total		$123,000	$0	$0	$55,500	$0	$0	$178,500	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		123,000	0	0	55,500	0	0	178,500	
Total		$123,000	$0	$0	$55,500	$0	$0	$178,500	

City Hall Renovation

Total Project Cost: $520,000 **Estimated Opening Date:** FY 2020-23 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Facilities **Updated in FY 2020**

PROGRAM DESCRIPTION

Various improvements have been identified for City Hall. The restrooms will be refurbished to enhance ADA accessibility. Additional improvements include replacement of one of the three roofs, mechanical equipment renovation, and interior renovations and signage.

OPERATING IMPACT SUMMARY

The improvements are to existing assets. No additional costs are anticipated.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Restrooms		30,000	0	30,000	0	0	0	60,000	
Roof Replacement		110,000	0	0	0	0	0	110,000	
Mechanical Renovations		0	250,000	0	0	0	0	250,000	
Interior Renovations & Signage		0	0	0	100,000	0	0	100,000	
Total		$140,000	$250,000	$30,000	$100,000	$0	$0	$520,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	140,000	250,000	30,000	100,000	0	0	520,000	
Total	$0	$140,000	$250,000	$30,000	$100,000	$0	$0	$520,000	

Dorothy Hart Community Center

Total Project Cost: $67,500 **Estimated Opening Date:** FY 2022

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Facilities

PROGRAM DESCRIPTION

Various improvements to the Dorothy Hart Community Center including the replacement of the ramp and deck, the replacement of carpet and tile and parking lot improvements.

OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs			0	67,500	0	0	0	67,500	
Total		$0	$0	$67,500	$0	$0	$0	$67,500	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	0	0	67,500	0	0	0	67,500	
Total	$0	$0	$0	$67,500	$0	$0	$0	$67,500	

Executive Plaza - Electrical Upgrades

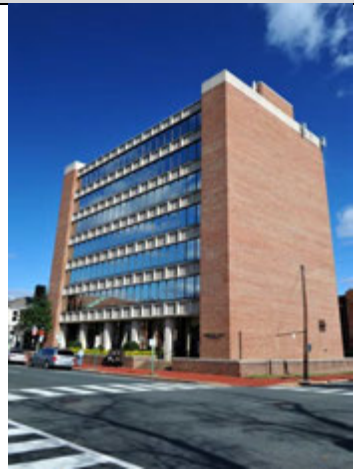
Total Project Cost: $125,000

Estimated Opening Date: FY 2020

City Council's Vision: Employment Epicenter

Department/Agency: City Manager's Office

New in FY 2020



PROGRAM DESCRIPTION

Funds will be used to evaluate and update the electrical systems at the Executive Plaza. The number is a placeholder and may be revised.

OPERATING IMPACT SUMMARY

These are existing City facilities.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Electrical Upgrades	0	125,000	0	0	0	0	0	125,000	
Total	$0	$125,000	$0	$0	$0	$0	$0	$125,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	125,000	0	0	0	0	0	125,000	
Total	$0	$125,000	$0	$0	$0	$0	$0	$125,000	

Energy Retrofit

Total Project Cost: $453,000 **Estimated Opening Date:** FY 2020 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Facilities **Updated in FY2020**

PROGRAM DESCRIPTION

City Staff routinely evaluates facilities to identify areas where efficiencies in energy usage may be achieved.

OPERATING IMPACT SUMMARY

Ongoing energy usage should decrease and operating costs should be lower as a result.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Lighting / Plug Conrol Upgrades		50,000	0	0	0	0	0	50,000	
Electric Meter Monitoring		0	40,000	0	0	0	0	40,000	
Lighting Retrofits and Controls		0	260,000	0	0	0	0	260,000	
Train Station Lighting Phase II & III		0	0	103,000	0	0	0	103,000	
Total		$50,000	$300,000	$103,000	$0	$0	$0	$453,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	50,000	300,000	103,000	0	0	0	453,000	
Total	$0	$50,000	$300,000	$103,000	$0	$0	$0	$453,000	

Old Town Hall

Total Project Cost: $1,050,000 **Estimated Opening Date:** 2023

Department/Agency: Public Facilities **NEW in FY 2020**

City Council's Vision: A Proven Leader in Historic Preservation

PROGRAM DESCRIPTION

The City owns and maintains the historic Town Hall/Market House, which houses the Fredericksburg Area Museum. The City hired a consultant to analyze the condition of the foundation. Based on the consultant's recommendation, the City has programmed major rehabilitation of the foundation. The corresponding graphic show minor repair in green, moderate repairs in blue and major repairs in dark brown. The repairs will be phased over two years. Timing, costs, and the scope of the work may be revised in future CIPs.

OPERATING IMPACT SUMMARY

The proposed study will identify future repairs to maintain this historic asset.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary Study / Repairs		50,000	0	0	0	0	0	50,000	
Foundations Repairs		0	0	600,000	400,000	0	0	1,000,000	
Total		$50,000	$0	$600,000	$400,000	$0	$0	$1,050,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	0	0	0	600,000	400,000	0	0	1,000,000	
General Fund Transfer	0	50,000	0	0	0	0	0	50,000	
Total	$0	$50,000	$0	$600,000	$400,000	$0	$0	$1,050,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Debt Service	0	0	0	42,217	70,361	70,361	182,939	
Total	$0	$0	$0	$42,217	$70,361	$70,361	$182,939	

Roof Repair & HVAC Maintenance

Total Project Cost: $775,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Facilities

PROGRAM DESCRIPTION

The City of Fredericksburg owns numerous public buildings and structures. These funds will be used to replace aged facilities as they reach the end of their useful life to ensure that the City provides safe and comfortable locations for the public and employees.

OPERATING IMPACT SUMMARY

None. Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
HVAC		50,000	50,000	75,000	75,000	75,000	75,000	400,000	
Roof Repair		25,000	50,000	75,000	75,000	75,000	75,000	375,000	
Total		$75,000	$100,000	$150,000	$150,000	$150,000	$150,000	$775,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	75,000	100,000	150,000	150,000	150,000	150,000	775,000	
Total	$0	$75,000	$100,000	$150,000	$150,000	$150,000	$150,000	$775,000	

Train Station Sidewalk and Conduit Repair

Total Project Cost: $305,000 **Estimated Opening Date:** FY 2020-21 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Facilities - Transportation **Updated in FY 2021**

PROGRAM DESCRIPTION

This projects includes sidewalk repair and train station conduit replacements. The City actively pursuing alternate funding sources for this project.

OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs	90,000	125,000	90,000	0	0	0	0	305,000	
Total	$90,000	$125,000	$90,000	$0	$0	$0	$0	$305,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	90,000	125,000	90,000	0	0	0	0	305,000	
Total	$90,000	$125,000	$90,000	$0	$0	$0	$0	$305,000	

Visitor's Center

Total Project Cost: $126,000 **Estimated Opening Date:** FY 2021

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Facilities **Updated in FY 2020**

PROGRAM DESCRIPTION

The project includes repairs to the brickwork and a foundation leak analysis. Repairs will depend upon whether or not the City decides to sell the building that currently houses the Visitor's Center.

OPERATING IMPACT SUMMARY

Repairs to the brickwork and foundation to prevent further deterioration and leaking.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Visitor's Center		60,000	66,000	0	0	0	0	126,000	
Total		$60,000	$66,000	$0	$0	$0	$0	$126,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	0	60,000	66,000	0	0	0	0	126,000	
Total	$0	$60,000	$66,000	$0	$0	$0	$0	$126,000	

FY 2020 - FY 2025 Adopted CIP - Public Safety Capital Fund

Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Police							
Animal Shelter	80,000	95,000	95,000	95,000	0	0	**$365,000**
Police Camera System	105,000	105,000	145,000	125,000	160,000	0	**$640,000**
Fire							
Ambulance, Dive Vehicle & Fire Apparatus	975,000	2,090,000	850,000	1,100,000	1,750,000	1,100,000	**$7,865,000**
Fire Station - New	0	675,000	9,550,000	0	0	0	**$10,225,000**
Fire Station 1 Renovation	50,000	150,000	3,000,000	0	0	0	**$3,200,000**
Fire Station 2 - Concrete Drive Repair	0	200,000	0	0	0	0	**$200,000**
Total	$1,210,000	$3,315,000	$13,640,000	$1,320,000	$1,910,000	$1,100,000	**$22,495,000**

Funding Sources	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Issuance	675,000	2,090,000	13,400,000	1,100,000	1,750,000	1,100,000	**$20,115,000**
General Fund Transfer / Local Funds	535,000	550,000	240,000	220,000	160,000	0	**$1,705,000**
Prior Year Capital Fund Balance	0	675,000	0	0	0	0	**675,000**
Total	$1,210,000	$3,315,000	$13,640,000	$1,320,000	$1,910,000	$1,100,000	**$22,495,000**

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Personnel	0	0	425,438	860,236	879,265	879,265	**2,164,939**
Operating	0	0	0	253,000	57,000	58,000	**310,000**
Debt Service	0	79,131	324,142	1,306,820	1,435,773	1,640,927	**3,145,866**
Revenue / Savings	0	0	0	(47,013)	(47,530)	(48,053)	**(94,543)**
Total	$0	$79,131	$749,580	$2,373,043	$2,324,508	$2,530,139	**$5,526,262**

Animal Shelter

Total Project Cost: $525,000 **Estimated Opening Date:** FY 2020 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Police; Spotsylvania County

PROGRAM DESCRIPTION

State law requires all localities to maintain public animal shelters. Localities may, instead of operating their own shelter, contract with other localities for use of the other locality's shelter. Spotsylvania County currently owns and maintains an animal shelter on its property at 450 TV Drive. The County and the City have had an agreement since April 1, 2010 for use of this animal shelter by both localities. In regard to capital improvements, the agreement specifies that the City and County agree to work together in good faith to identify the portion of the cost for such improvements reasonably chargeable to the City. This agreement has a much lower fiscal impact than the City would incur if it maintained its own animal shelter.

OPERATING IMPACT SUMMARY

Improvements are needed to bring the County shelter into compliance with State mandated standards.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Animal Shelter	160,000	80,000	95,000	95,000	95,000	0	0	525,000	
Total	$160,000	$80,000	$95,000	$95,000	$95,000	$0	$0	$525,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer	160,000	80,000	95,000	95,000	95,000	0	0	525,000	
Total	$160,000	$80,000	$95,000	$95,000	$95,000	$0	$0	$525,000	

Police Camera System

Total Project Cost: $640,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Police

PROGRAM DESCRIPTION

The value of the camera technology to increase officer safety through the documentation of evidence concerning observed criminal activity and assaults against police officers is incalculable. Nearly of equal value to agency management is the modification of behavior that takes place when an officer and citizen know that their actions are being recorded, and the mitigation of complaints. These advantages serve to strengthen the overall accountability of the agency and increase the public's trust in the professionalism of the individual officers who serve the community.

OPERATING IMPACT SUMMARY

Footage is reviewed by staff within the Commonwealth's Attorney's Office. The FY 2020 Recommended Budget includes an additional position in the operating budget partially required for this purpose. Those costs are now reflected in the operating budget.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Data Storage, Cameras		105,000	105,000	145,000	125,000	160,000	0	640,000	
Total		$105,000	$105,000	$145,000	$125,000	$160,000	$0	$640,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		105,000	105,000	145,000	125,000	160,000	0	640,000	
Total		$105,000	$105,000	$145,000	$125,000	$160,000	$0	$640,000	

Ambulance, Dive Vehicle & Fire Apparatus

Total Project Cost: $7,865,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Fire

PROGRAM DESCRIPTION

These types of apparatus are the lifeline on which fire suppression organizations are able to meet our mission statement "to protect and serve those who live, work or visit the City of Fredericksburg by providing highly trained courteous professional personnel for rapid response to their needs". The City replaces ambulances, fire apparatus, and emergency vehicle as part of an ongoing fleet replacement program.

The Fredericksburg Fire Department EMS provides coverage 24 hours a day, 7 days a week with assistance from the Fredericksburg Rescue Squad during evening and weekends. The funding for an ambulance in FY20 will replace a unit for the Fire Department and the funding in FY21 will replace an ambulance for the Rescue Squad.

The Fire Apparatus replacement funding is for Fire Engine 1 in FY20 and the Fire Tower 1 (ladder truck) in FY21.

The City is also replacing the vehicle and associated equipment for the City's Dive and Water Recovery Team in FY21.

OPERATING IMPACT SUMMARY

Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Ambulance		300,000	325,000	0	350,000	0	350,000	1,325,000	
Dive Vehicle		0	265,000	0	0	0	0	265,000	
Fire Apparatus		675,000	1,500,000	850,000	750,000	1,750,000	750,000	6,275,000	
Total		$975,000	$2,090,000	$850,000	$1,100,000	$1,750,000	$1,100,000	$7,865,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance		675,000	2,090,000	850,000	1,100,000	1,750,000	1,100,000	7,565,000	
Local Sources		300,000	0	0	0	0	0	300,000	
Total		$975,000	$2,090,000	$850,000	$1,100,000	$1,750,000	$1,100,000	$7,865,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Debt Service	0	79,131	324,142	423,788	552,742	757,895	2,137,698
Total	$0	$79,131	$324,142	$423,788	$552,742	$757,895	$2,137,698

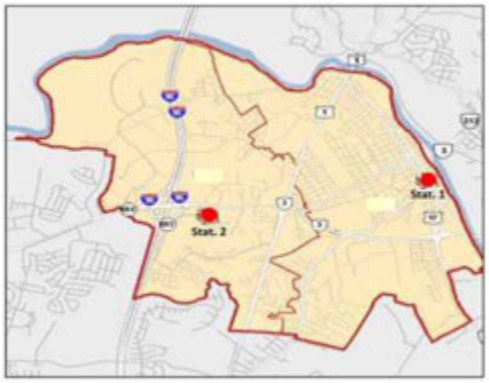
Fire Station - New

Total Project Cost: $10,225,000 **Opening Date:** 2023

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Fire

Current Fire Station Locations



PROGRAM DESCRIPTION

The Fire Department currently provides service from two stations strategically located within the city limits. Due to increasing call volume, new construction and extended response times, it has become necessary to construct and occupy a new station within the city limits to meet NFPA guidelines for response times for both emergency medical and fire suppression calls.

During FY 2018, the City completed a fire station location study to determine the type and location of the new station. Options include building a third station or building a new superstation which would replace one or both of the exisiting stations. Results are currently under evaluation. Once a decision has been finanlized, the estimate will be refined.

These figures include construction, furniture, fixtures, and equipment to make the building fully functional.

OPERATING IMPACT SUMMARY

Operating impacts include salaries and benefits for six additional firefighters in FY 2022 and six more in FY 2023. The City will pursue SAFER grant funding for personnel costs. If successful, the personnel costs could be covered up to 100% for three years. (The timing may be revised and is dependent upon receipt of the grant.)

Building operating costs start at approximately $56,000 in FY 2023. FY 2023 also includes approximately $197,000 in start-up costs.

Certain Fire Department equipment and vehicles are currently housed in a leased facility. The amount of space leased for the fire department could be reduced. This is reflected in the revenue/saving line.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary		0	675,000	0	0	0	0	675,000	
Construction	0	0	0	9,550,000	0	0	0	9,550,000	
Total		$0	$675,000	$9,550,000	$0	$0	$0	$10,225,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance		0	0	9,550,000	0	0	0	9,550,000	
Prior Year Capital Fund Balance		0	675,000	0	0	0	0	675,000	
Total		$0	$675,000	$9,550,000	$0	$0	$0	$10,225,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Personnel	0	0	425,438	860,236	879,265	879,265	2,164,939	
Operating	0	0	0	253,000	57,000	58,000	310,000	
Debt Service	0	0	0	671,948	671,948	671,948	1,343,897	
Revenue/Savings	0	0	0	(47,013)	(47,530)	(48,053)	(94,543)	
Total	$0	$0	$425,438	$1,738,171	$1,560,683	$1,561,160	$3,724,293	

Fire Station 1 Renovation

Total Project Cost: $3,200,000 **Estimated Opening Date:** 2023 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Fire **New in FY 2020**

PROGRAM DESCRIPTION

Fire Station 1 was constructed in 1972 with no improvements other than the kitchen and bathroom renovation in 2017. This facility is 46 years old and was designed to accommodate 8 personnel. Due to the expansion of the EMS/ALS services, a total of 11 personnel need to be housed and therefore it is recommended to do a renovation of this station.

Fire Station 1 is the hub of public exposure to the community with school tours, open house and general foot traffic of visitors to the City. Proper planning should be conducted to maximize the use of the space.

OPERATING IMPACT SUMMARY

To be determined.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary		50,000	150,000	0	0	0	0	200,000	
Construction		0	0	3,000,000	0	0	0	3,000,000	
Total		$50,000	$150,000	$3,000,000	$0	$0	$0	$3,200,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance		0	0	3,000,000	0	0	0	3,000,000	
General Fund Transfer		50,000	150,000	0	0	0	0	200,000	
Total		$50,000	$150,000	$3,000,000	$0	$0	$0	$3,200,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	
Personnel	0	0	0	0	0	0	0	
Operating	0	0	0	0	0	0	0	TBD
Debt Service	0	0	0	211,083	211,083	211,083	422,166	
Revenue/Savings	0	0	0	0	0	0	0	
Total	$0	$0	$0	$211,083	$211,083	$211,083	$422,166	

Fire Station 2 - Concrete Drive Repair

Total Project Cost: $200,000 **Estimated Opening Date:** 2021 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Fire **New in FY 2020**

PROGRAM DESCRIPTION

Concrete in the drive at Fire Station #2 will be rehabilitated and repaired due to cracking, shifting and breaking.

OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		0	200,000	0	0	0	0	200,000	
Total		$0	$200,000	$0	$0	$0	$0	$200,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
General Fund Transfer		0	200,000	0	0	0	0	200,000	
Total		$0	$200,000	$0	$0	$0	$0	$200,000	

FY 2020 -2025 Adopted CIP - Court Capital Fund

Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
General District Court - 2nd Courtroom	0	0	519,000	0	0	0	519,000
Total	$0	$0	$519,000	$0	$0	$0	$519,000
Funding Sources	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**CIP Total**
Debt Issuance	0	0	0	0	0	0	0
General Fund Transfer	0	0	0	0	0	0	0
Prior Year Capital Fund Balance	0	0	519,000	0	0	0	519,000
Total	$0	$0	$519,000	$0	$0	$0	$519,000
Operating Impacts	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**CIP Total**
Personnel	0	0	0	0	0	0	0
Operating	0	0	0	12,000	12,000	12,000	24,000
Debt Service	0	0	0	0	0	0	0
Total	$0	$0	$0	$12,000	$12,000	$12,000	$24,000

General District Court - 2nd Courtroom

Total Project Cost: $519,000 **Estimated Opening Date:** FY2023 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Facilities

PROGRAM DESCRIPTION

Complete and furnish the 2nd General District courtroom. Also included are improvements to the Security Desk as requested by the Sheriff.

OPERATING IMPACT SUMMARY

Additional utilities will be minimal. However, the City may face an increase in operating costs for additional security or building maintenance needs.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		0	0	519,000	0	0	0	519,000	
Total		$0	$0	$519,000	$0	$0	$0	$519,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Prior Year Capital Fund Balance		0	0	519,000	0	0	0	519,000	
Total		$0	$0	$519,000	$0	$0	$0	$519,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Personnel	0	0	0	0	0	0	0	
Operating	0	0	0	12,000	12,000	12,000	36,000	
Debt Service	0	0	0	0	0	0	0	
Total	$0	$0	$0	$12,000	$12,000	$12,000	$36,000	

FY 2020 - FY 2025 Adopted CIP - Water System Improvement Fund

Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
College Heights Water Line Replacement (Phase II)	0	0	350,000	450,000	450,000	0	1,250,000
Internal System Improvements	400,000	500,000	500,000	500,000	600,000	700,000	3,200,000
Motts Run Water Plant Expansion	491,300	1,402,800	4,143,400	7,254,300	0	0	13,291,800
Pressure Release Valve Replacement / Rehab	0	0	0	100,000	100,000	100,000	300,000
Telegraph Hill Loop	0	0	200,000	0	0	0	200,000
SCADA	250,000	0	0	0	0	0	250,000
Water Meter Replacement	0	1,000,000	500,000	0	0		1,500,000
Total	$1,141,300	$2,902,800	$5,693,400	$8,304,300	$1,150,000	$800,000	$19,991,800

Funding Sources	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Issuance	491,300	1,402,800	4,143,400	7,254,300	0	0	13,291,800
System Revenues	650,000	1,500,000	1,550,000	1,050,000	1,150,000	800,000	6,700,000
Total	$1,141,300	$2,902,800	$5,693,400	$8,304,300	$1,150,000	$800,000	$19,991,800

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Service	0	36,956	142,474	454,140	999,807	999,807	2,633,183
Total	$0	$36,956	$142,474	$454,140	$999,807	$999,807	$2,633,183

College Heights Water Line Replacement (Phase II)

Total Project Cost: $1,250,000 **Estimated Opening Date:** 2022-2024 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works **Revised Cost Estimate**

PROGRAM DESCRIPTION

The City of Fredericksburg has been working in the College Heights neighborhood to replace aging lines. In addition, a second water tap has been provided to the main transmission line along Jefferson Davis Highway.

OPERATING IMPACT SUMMARY

Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		0	0	350,000	450,000	450,000	0	1,250,000	
Total		$0	$0	$350,000	$450,000	$450,000	$0	$1,250,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		0	0	350,000	450,000	450,000	0	1,250,000	
Total		$0	$0	$350,000	$450,000	$450,000	$0	$1,250,000	

Internal System Improvements

Total Project Cost: $3,200,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works

PROGRAM DESCRIPTION

The City maintains contingency funding in the Water Fund and in the Wastewater Fund for small line replacements or additions that may arise throughout the course of the year. Although the City has invested heavily in line replacements and a good portion of the system is newly constructed, there are many sections of the City that are served with water and wastewater lines that are significantly older and nearing the end of their useful life.

OPERATING IMPACT SUMMARY

Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Construction		400,000	500,000	500,000	500,000	600,000	700,000	3,200,000	
Total		$400,000	$500,000	$500,000	$500,000	$600,000	$700,000	$3,200,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		400,000	500,000	500,000	500,000	600,000	700,000	3,200,000	
Total		$400,000	$500,000	$500,000	$500,000	$600,000	$700,000	$3,200,000	

Motts Run Water Plant Expansion

Total Project Cost: $13,416,800 **Estimated Opening Date:** 2023

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works; Spotsylvania County

PROGRAM DESCRIPTION

The City of Fredericksburg and Spotsylvania County jointly provide the capital for the Motts Run water Plant. It is anticipated that an expansion of the facility will be required in the future. Initial engineering is planned for FY 2019, with construction proposed to begin in FY 2023. The cost represents the City's share of a project managed by Spotsylvania County.

OPERATING IMPACT SUMMARY

To be determined

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary Engineering	125,000	0	0	0	0	0	0	125,000	
Construction	0	491,300	1,402,800	4,143,400	7,254,300	0	0	13,291,800	
Total	$125,000	$491,300	$1,402,800	$4,143,400	$7,254,300	$0	$0	$13,416,800	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	0	491,300	1,402,800	4,143,400	7,254,300	0	0	13,291,800	
System Revenues	125,000	0	0	0	0	0	0	125,000	
Total	$125,000	$491,300	$1,402,800	$4,143,400	$7,254,300	$0	$0	$13,416,800	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Personnel	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0
Debt Service	0	36,956	142,474	454,140	999,807	999,807	2,633,183
Total	$0	$36,956	$142,474	$454,140	$999,807	$999,807	$2,633,183

Pressure Release Valve Replacement / Rehab

Total Project Cost: $300,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works **NEW in FY 2020**

PROGRAM DESCRIPTION

The City water system is divided into several pressure zones. The Department of Public Works utilizes a number of automatic Pressure Relief Valves to adjust and maintain water pressure in the various pressure zones. The current valves will be nearing the end of their useful lives and will need to be replaced or rehabilitated in the coming years.

OPERATING IMPACT SUMMARY

Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		0	0	0	100,000	100,000	100,000	300,000	
Total		$0	$0	$0	$100,000	$100,000	$100,000	$300,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		0	0	0	100,000	100,000	100,000	300,000	
Total		$0	$0	$0	$100,000	$100,000	$100,000	$300,000	

Telegraph Hill Loop

Total Project Cost: $200,000 **Estimated Opening Date:** 2022

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works **NEW in FY 2020**

PROGRAM DESCRIPTION

The proposed Telegraph Hill housing development, located near the Lafayette Blvd and Blue Gray Parkway interchange, will be supplied with water from the main on Lafayette Blvd. The water main on Greenbrier Dr. will be extended to provide an additional water supply.

OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		0	0	200,000	0	0	0	200,000	
Total		$0	$0	$200,000	$0	$0	$0	$200,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		0	0	200,000	0	0	0	200,000	
Total		$0	$0	$200,000	$0	$0	$0	$200,000	

SCADA

Total Project Cost: $250,000 **Estimated Opening Date:** 2020

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works; Spotsylvania County **NEW in FY 2020**

PROGRAM DESCRIPTION

A supervisory control and data acquisition (SCADA) sytem is used to monitor and control the treatment plant and equipment.

Potable water is provided to the City from the Motts Run Water Treatment Plant located in Spotsylvania County. Portions of the City water system are connected to the Spotsylvania County SCADA system to monitor flow, pressure, tank level, etc. The County is in the process of upgrading their SCADA system. Those portions of their SCADA system located in the City are scheduled to be upgraded in 2020.

OPERATING IMPACT SUMMARY

Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		250,000	0		0	0	0	250,000	
Total		$250,000	$0	$0	$0	$0	$0	$250,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		250,000	0	0	0	0	0	250,000	
Total		$250,000	$0	$0	$0	$0	$0	$250,000	

Water Meter Replacement

Total Project Cost: $1,500,000 **Estimated Opening Date:** 2022

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works **NEW in FY 2020**

PROGRAM DESCRIPTION

The company which supplies the water meters used by the City has announced that they will be discontinuing product support for the water meter models currently in use. The newer models will provide more efficient metering and service and will allow remote reading of water meters.

OPERATING IMPACT SUMMARY

Replacement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	TOTAL	Later Years
Project Costs		0	1,000,000	500,000	0	0	0	1,500,000	
Total		$0	$1,000,000	$500,000	$0	$0	$0	$1,500,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	TOTAL	Later Years
System Revenues		0	1,000,000	500,000	0	0	0	1,500,000	
Total		$0	$1,000,000	$500,000	$0	$0	$0	$1,500,000	

FY 2020 - FY 2025 Adoped CIP - Wastewater Improvement Fund

Projects	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Celebrate Virginia Pump Station	150,000	0	0	0	0	0	$ 150,000
Inflow & Infiltration Abatements, Sewer System Improvements & Pump Station Upgrades	800,000	800,000	1,175,000	800,000	925,000	1,000,000	$ 5,500,000
Kenmore Avenue Sewer	225,000	0	0	0	0	0	$ 225,000
NPS / Farrell Lane Line Replacement	0	2,000,000	600,000	0	0	0	$ 2,600,000
Princess Anne (Upper) Sewer Replacement	0	0	0	0	500,000	0	$ 500,000
Routes 2 & 17 Pump Station	150,000	0	0	0	0	0	$ 150,000
Wastewater Treatment Plant (WWTP) Capital Maintenance	835,000	610,000	190,000	140,000	190,000	0	$ 1,965,000
WWTP Upgrade / Consolidation	6,546,200	15,378,000	13,692,000	11,372,000	10,300,000	7,351,000	$ 64,639,200
Total	**$8,706,200**	**$18,788,000**	**$15,657,000**	**$12,312,000**	**$11,915,000**	**$8,351,000**	**$ 75,579,200**

Funding Sources	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Debt Issuance	6,546,200	17,378,000	14,292,000	11,372,000	10,300,000	7,351,000	$ 67,239,200
System Revenues	2,160,000	1,410,000	1,365,000	940,000	1,615,000	1,000,000	$ 8,490,000
Total	**$8,706,200**	**$18,788,000**	**$15,657,000**	**$12,312,000**	**$11,915,000**	**$8,351,000**	**$ 75,729,200**

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
Personnel	0	0	0	0	0	0	TBD
Operating	0	0	0	0	0	0	TBD
Debt Service	79,733	572,122	1,879,292	2,954,334	3,809,734	4,584,498	$ 13,879,714
Revenue / Savings	0	0	0	0	0	0	TBD
Total	**$79,733**	**$572,122**	**$1,879,292**	**$2,954,334**	**$3,809,734**	**$4,584,498**	**$ 13,879,714**

Celebrate Virginia Pump Station

Total Project Cost: $150,000 **Estimated Opening Date:** 2020 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works **New in FY 2020**

PROGRAM DESCRIPTION

Development in the Celebrate Virginia area will increase sewage flow to the pump station serving that area. This will necessitate the replacement of the current pumps with larger, more efficient units.

OPERATING IMPACT SUMMARY

These projects represent maintenance or enhancement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		150,000	0	0	0	0	0	150,000	
Total		$150,000	$0	$0	$0	$0	$0	$150,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		150,000	0	0	0	0	0	150,000	
Total		$150,000	$0	$0	$0	$0	$0	$150,000	

Inflow & Infiltration Abatements, Sewer System Improvements & Pump Station Upgrades

Total Project Cost: $5,500,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works

PROGRAM DESCRIPTION

Reduction in collection system inflow and infiltration (I&I) is required under the VPDES permit.

Collection system repairs and upgrades are an ongoing capital expense required to keep the system properly operating, including replacement of sewage pumps as they reach the end of their useful life.

The City maintains funding in the Wastewater Fund for small line replacements or additions and pump station upgrades that may arise throughout the course of the year. Although the City has invested heavily in line replacements and a good portion of the system is newly constructed, there are many sections of the City that are served with wastewater lines and pump stations (including grinders) that are significantly older and nearing the end of their useful life.

OPERATING IMPACT SUMMARY

These projects represent maintenance or enhancement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Inflow and Infiltration		400,000	300,000	700,000	300,000	300,000	300,000	2,300,000	
Sewer System Improvements		350,000	400,000	375,000	400,000	525,000	600,000	2,650,000	
Pump Station Upgrades		50,000	100,000	100,000	100,000	100,000	100,000	550,000	
Total	Ongoing	$800,000	$800,000	$1,175,000	$800,000	$925,000	$1,000,000	$5,500,000	Ongoing

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues	Ongoing	800,000	800,000	1,175,000	800,000	925,000	1,000,000	5,500,000	Ongoing
Total		$800,000	$800,000	$1,175,000	$800,000	$925,000	$1,000,000	$5,500,000	

Kenmore Avenue Sewer

Total Project Cost: $225,000 **Estimated Opening Date:** 2020

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works **New in FY 2020**

PROGRAM DESCRIPTION

The sewer running along the 600 block of Kenmore Avenue runs through a private property. There appears to be no easement providing for the operation of a sewer on that property. The DPW is proposing to relocate this sewer into the R-O-W to allow development of the property.

OPERATING IMPACT SUMMARY

These projects represent maintenance or enhancement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		225,000	0	0	0	0	0	225,000	
Total		$225,000	$0	$0	$0	$0	$0	$225,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		225,000	0	0	0	0	0	225,000	
Total		$225,000	$0	$0	$0	$0	$0	$225,000	

NPS / Farrell Lane Line Replacement

Total Project Cost: $2,950,000 **Estimated Opening Date:** 2023

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works

PROGRAM DESCRIPTION

The City owns and maintains a gravity flow sanitary sewer line located on National Park Service property east of Lafayette Boulevard. This line flows north approximately parallel to Lafayette Boulevard from the south City limits toward and eventually into the Hazel Run Interceptor Sewer near the Blue and Gray Parkway.

This line is aged and needs to be replaced. The funds will be used to perform initial due diligence work associated with determining a schedule, scope and cost for obtaining the various permits that will be needed to replace the line. Permits may be required from the National Park Service, the Virginia Department of Historic Resources, Virginia Department of Environmental Quality, the US Army Corps of Engineers or other agencies with jurisdiction over any aspect of the project. Additional work will consist of topographic and alignment survey and preliminary and final project design. The design and preliminary work was funded in FY 2019.

Construction is estimated to begin in 2021. The estimate may be revised as design progresses.

OPERATING IMPACT SUMMARY

Replacement of an existing asset.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Preliminary (Design & Permitting)	350,000	0	0	0	0	0	0	350,000	
Construction	0	0	2,000,000	600,000	0	0	0	2,600,000	
Total	$350,000	$0	$2,000,000	$600,000	$0	$0	$0	$2,950,000	

Funding Sources	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	350,000	0	2,000,000	600,000	0	0	0	2,950,000	
Total	$350,000	$0	$2,000,000	$600,000	$0	$0	$0	$2,950,000	

Operating Impacts	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Debt Service	0	0	150,440	195,572	195,572	195,572	737,154
Total	$0	$0	$150,440	$195,572	$195,572	$195,572	$737,154

Princess Anne (Upper) Sewer Replacement

Total Project Cost: $500,000 **Estimated Opening Date:** 2024 **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works **New in FY 2020**

PROGRAM DESCRIPTION

The sewer serving the upper Princess Anne area is approaching the end of its useful life and will require replacement or rehabilitation in the next few years.

OPERATING IMPACT SUMMARY

This project represents maintenance or enhancement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs			0	0	0	500,000	0	500,000	
Total		$0	$0	$0	$0	$500,000	$0	$500,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		0	0	0	0	500,000	0	500,000	
Total		$0	$0	$0	$0	$500,000	$0	$500,000	

Routes 2 & 17 Pump Station

Total Project Cost: $150,000 **Estimated Opening Date:** 2020

City Council's Vision: Public Service - The Backbone of Our Community

Department/Agency: Public Works

PROGRAM DESCRIPTION

The existing 2 & 17 pump station is beyond its useful life. At the present time the DPW is operating a temporary pump and connecting to a nearby collection system of Spotsylvania County. The DPW is proposing a new unit to discharge into the existing City force main.

OPERATING IMPACT SUMMARY

These projects represent maintenance or enhancement of existing assets.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Project Costs		150,000	0	0	0	0	0	150,000	
Total		$150,000	$0	$0	$0	$0	$0	$150,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		150,000	0	0	0	0	0	150,000	
Total		$150,000	$0	$0	$0	$0	$0	$150,000	

Wastewater Treatment Plant (WWTP) Capital Maintenance

Total Project Cost: $1,965,000 **Estimated Opening Date:** Ongoing **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works

PROGRAM DESCRIPTION

Periodic capital maintenance projects are required to keep the wastewater treatment plant (WWTP) running efficiently. Funds will be used to perform scheduled capital maintenance and for major capital projects that are identified as needs arise. These replacements are important not only to keep the plant running efficiently, but also to maintain compliance with the City's permit from the Commonwealth's Department of Environmental Quality (DEQ).

Maintenance projects include replacement of the SCADA system which is the networked computer data monitoring system, annual pump replacements, relining of an effluent tank, replacement of grit separators and repair the emergency electrical system.

OPERATING IMPACT SUMMARY

Maintenance of existing capital asset to maintain operating efficiency at the WWTP.

PROJECT COSTS

Cost Categories	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Effluent Tank Relining		400,000	0	0	0	0	0	400,000	
Emergency Electric System		120,000		0	0	0	0	120,000	
Pump Replacement		140,000	140,000	140,000	140,000	140,000	0	700,000	
Relamp UV Lights (disinfectant)		50,000	0	50,000	0	50,000	0	150,000	
SCADA Replacement		125,000	0	0	0	0	0	125,000	
Grit Separators		0	120,000	0	0	0	0	120,000	
Influent Building Upgrade		0	350,000	0	0	0	0	350,000	
Total		$835,000	$610,000	$190,000	$140,000	$190,000	$0	$1,965,000	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
System Revenues		835,000	610,000	190,000	140,000	190,000	0	1,965,000	
Total		$835,000	$610,000	$190,000	$140,000	$190,000	$0	$1,965,000	

WWTP Upgrade / Consolidation

Total Project Cost: $65,699,000 **Estimated Opening Date:** To Be Determined **City Council's Vision:** Public Service - The Backbone of Our Community

Department/Agency: Public Works; Spotsylvania County **Updated in FY 2020**

PROGRAM DESCRIPTION

At the present time there are three sewage treatment plants discharging into the Rappahannock River within 3 miles, namely the City's WWTP as well as two in Spotsylvania County (the FMC plant and the Massaponax WWTP.) The City plant is in need of rehabilitation and requires upgrading. The City and the County Utility Staffs jointly contracted an analysis of long range sewer treatment needs. The Consultants looked at several alternatives including consolidation of the three facilities and continued operation of the three plants.

This is an ongoing discussion and must be approved by both the Fredericksburg City Council and the Spotsylvania Board of Supervisors.

OPERATING IMPACT SUMMARY

As decisions regarding the consolidation are made and plans progress, a more detailed analysis of operating costs will be presented.

PROJECT COSTS

Cost Categories	Prior Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Massaponax Expansion/Consolidation* (Spotsylvania)	1,060,000	3,172,000	9,828,000	10,192,000	7,072,000	0	0	31,324,000	
FMC Infrastructure Improvements* (Spotsylvania)	0	1,088,000	750,000	0	0	0	0	1,838,000	
FMC Decommissioning* (Spotsylvania)	0	1,536,200	1,300,000	0	0	0	0	2,836,200	
FMC to Massaponax WWTP (Spotsylvania)*	0	750,000	3,500,000	3,500,000	0	0	0	7,750,000	
City Plant PS to FMC	0	0	0	0	2,600,000	0	0	2,600,000	*To Be Determined*
New Influent Building (City Plant PS)	0	0	0	0	1,700,000	10,300,000	5,100,000	17,100,000	*To Be Determined*
Decommissioning City Plant	0	0	0	0	0	0	2,251,000	2,251,000	
**** City's share of project managed by Spotsylvania County***									*To Be Determined*
Total	$1,060,000	$6,546,200	$15,378,000	$13,692,000	$11,372,000	$10,300,000	$7,351,000	$65,699,200	

Funding Sources	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Debt Issuance	1,060,000	6,546,000	15,378,000	13,692,000	11,372,000	10,300,000	7,351,000	65,699,000	
Total	$1,060,000	$6,546,000	$15,378,000	$13,692,000	$11,372,000	$10,300,000	$7,351,000	$65,699,000	

Operating Impacts	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL	Later Years
Personnel	0	0	0	0	0	0	0	0	*To Be Determined*
Operating	0	0	0	0	0	0	0	0	*To Be Determined*
Debt Service	0	79,733	572,122	1,728,853	2,758,763	3,614,163	4,388,927	13,142,560	
Revenue/Savings	0	0	0	0	0	0	0	0	*To Be Determined*
Total	$0	$79,733	$572,122	$1,728,853	$2,758,763	$3,614,163	$4,388,927	$13,142,560	

DEBT

The City of Fredericksburg maintains an active debt management program to fund long-term capital improvements. A strategy of using "pay-as-you-go" and debt financing provides flexibility in addressing the needs identified in the Capital Improvements Plan. In addition, it ensures that resources are available to maintain and invest in the City's capital infrastructure while achieving City Council's Vision, Desired Future States, and Priorities.

Legal Debt Limit

The City Council's debt policy limits debt to 4.8% of the total assessed value of real estate for the City. The Constitution of Virginia set a legal debt limit of 10% of the taxable value of real estate for cities. Please note, the Constitutional debt limit is significantly higher than the debt limit established by the City Council.

Computation of Legal Debt Limit Margin		With Proposed FY 2020 Bonds
Assessed Value of Taxable Real Estate	4,196,415,083	4,196,415,083
Assessed Value – Exempt Real Estate	1,220,523,400	1,220,523,400
Total Assessed Value [1]	5,416,938,483	5,416,938,483
Debt Limit = 4.8% of Total Assessed Value[2]	260,013,047	260,013,047
Amount of Debt Applicable to Debt Limit [3]	(99,923,393)	(110,135,893)
Policy Debt Limit Margin [3]	160,089,654	149,877,154
Net Bonded Debt Per Capita for FY 2018 [4]	$3,520	$3,880

[1] Assessed Valuation as of July 1, 2017. Source - City of Fredericksburg Commissioner of the Revenue

[2] Legal debt limit is 10% of taxable AV or $419.6 million.

[3] Gross Bonded Debt at year end FY 2018. (excludes revenue bonds, capital leases, and amounts reserved for debt service.)

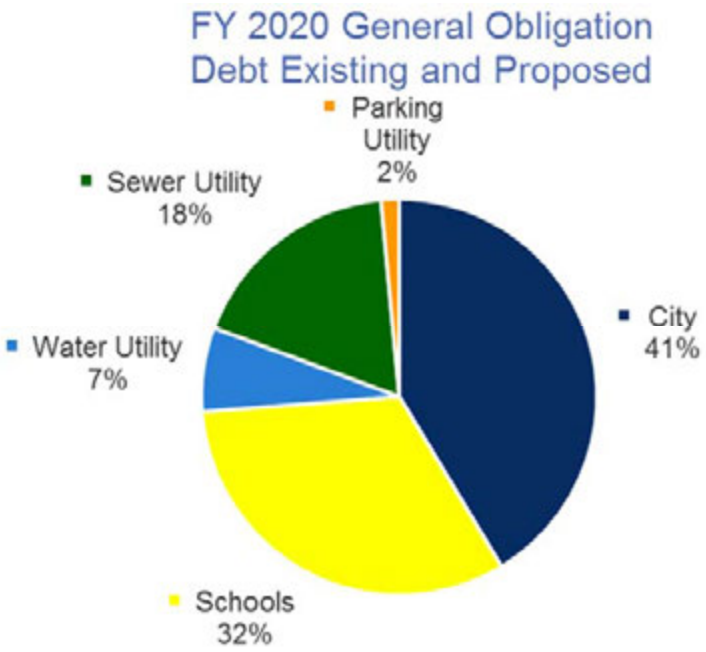
[4] Weldon Cooper Population Est - July 1, 2018 *28,387*

The City issues General Obligation (GO) Bonds and Revenue Bonds. All GO bonds are included in the calculation since they carry the City's full faith and credit pledge. The security for these bonds is the City's general taxing authority. However, a portion of the City's GO bonds are also supported by the City's Enterprise Funds. The debt service payments on these bonds are made by revenues generated by the water system, sewer system or Parking Fund. Parking Fund bonds are also supported by gas tax revenues.

Based on the current policy, the City's debt limit at June 30, 2018 was $260 million. Outstanding debt is well below that limit at $99.9 million, leaving a margin of $160.1 million. On a per capita basis the number is $3,520.

Landfill revenue bonds were issued in 2015 for the R-Board, which is a joint powers authority of the City and Stafford County. The R-Board revenue bonds and are not included in the Legal Debt Limit computation.

Planned Borrowing - The FY 2020 Adopted Budget proposes a debt issuance of approximately $10.2 million of GO debt. Debt for a fire apparatus and the design of the proposed Gateway Boulevard extension total $3.175 million. The debt service would be funded from general government revenues. However, the City is actively pursuing alternate funding sources for the Gateway Boulevard construction.



The Water and wastewater funds propose $7.0 million of debt I FY 2020 with debt service funded from system revenues. Bond proceeds will be used for preliminary engineering related to the expansion of Water Treatment Facility at Motts Reservoir and the consolidation of the City's wastewater treatment plant with the Massaponax Wastewater Treatment Plant in Spotsylvania County. The debt service on these improvements will be funded with water and sewer revenues. However, based on a number of factors including available balances, the City may decide to cash fund a portion of the projects. The debt issuance may also occur in FY 2021 depending on cash flow needs.

At the close of FY 2019, the City is projected to have $110.6 million of general obligation debt. That number is estimated to be $113.4 million at the close of FY2020. Approximately 25% of the GO debt will be supported by revenues from the City's water and sewer utility enterprise funds. The City uses motor fuel tax revenues to support the debt service in the parking enterprise fund.

Approximately half (or $68.6 million) of the proposed general government FY 2020 – FY 2025 CIP is proposed for debt financing. Major projects include school facilities, Gateway Boulevard extension, stormwater management projects, a new fire station, and fire equipment.

The City will also issue $76.1 million of GO debt supported by the system revenues from the water and sewer enterprise funds. Approximately $10.8 million of debt will be issued during FY 2020 - FY 2025 for water system improvement related to the expansion of the Motts Reservoir. Debt will finance approximately 66% of CIP water system projects.

The proposed debt related to the wastewater fund totals $62.8 million, or 83% of the CIP. The debt will fund the consolidation and improvements at the Massaponax Wastewater Treatment Facility, if the City determines to consolidate wastewater treatment with Spotsylvania County. The plan also must be approved the Spotsylvania County Board of Supervisors. The current timeframe and costs will be revised as new information becomes available.

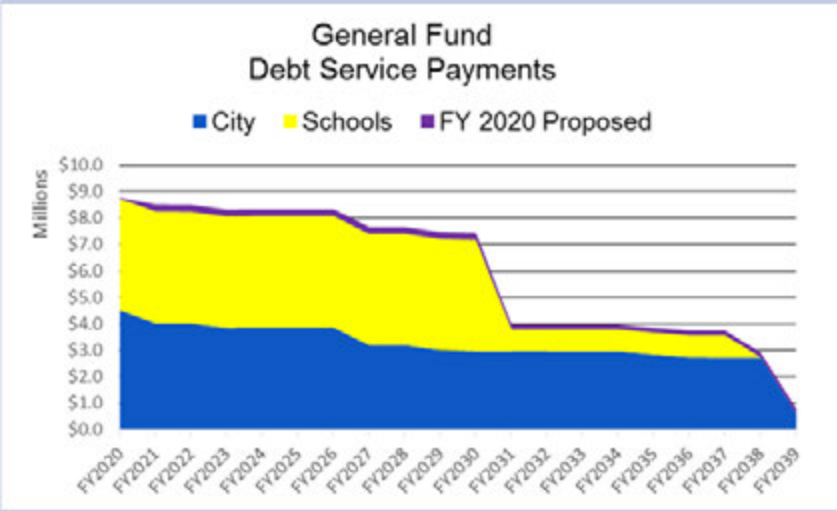
Debt Service

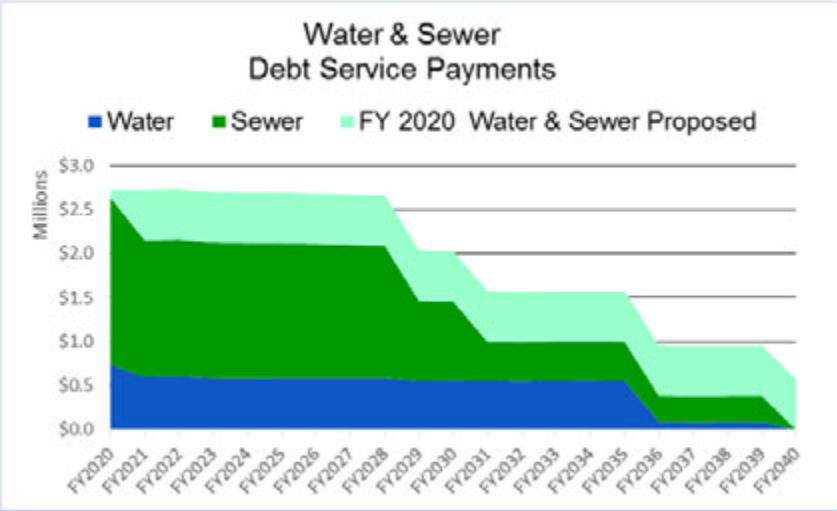
Total principal and interest in FY 2020 for current and proposed debt supported by the general fund is $8.78 million. However, the General Fund transfer will be reduced by $153,884 based on funds received from the Virginia Public School Authority (VPSA). VPSA issued refunding bonds during FY 2012 and 2014 and sent the savings in a lump sum to the City. The City established a reserve fund to reduce or "credit" those savings on an annual basis during the life of the 2004A Bonds.

Total debt service on GO debt is $11.8 million. It includes $4.6 million for general government purposes and $4.2 million for school purposes. This also includes Enterprise Fund debt of $738,000 for Water Fund purposes, $2.01 million for Sewer Fund purposes, and $300,000 for the Parking Garage. The FY 2020 Budget includes a General Fund transfer to the Debt Service Fund of $8.6 million, including $40,000 for issuance costs. Debt service on the proposed GO bonds is not anticipated in FY 2020. The transfer is an increase of $349,580 or 4.2% when compared to the FY 2019 budget estimate.

The charts on the following pages provide more detail on the City's outstanding debt and include the following:

- Summary of outstanding debt by bond issue,
- FY 2020 debt service appropriations,
- Annual debt service payments by fund,
- General Fund principal and interest payment schedule,
- General Fund Supported Principal Payoff,
- Water and Sewer Fund debt summary, and
- Revenue debt.





SUMMARY OF OUTSTANDING DEBT (PRINCIPAL)

EXISTING DEBT	Purpose	Original Issuance	Issue Date	Maturity Date	Balance 6/30/2018	Balance 6/30/2019	Balance 6/30/2020	Allocation By Sector				
General Obligation								**City**	**Schools**	**Water Utility**	**Sewer Utility**	**Parking Utility**
2004A General Obligation School Bonds -Virginia Public School Authority (VPSA)	Construction of James Monroe High School and Lafayette Upper Elementary School	48,095,000	2004	7/15/2029	30,515,000	28,615,000	**26,620,000**		26,620,000			
2007E General Obligation Bonds	Various wastewater and water projects and Riverfront Park land acquisition and development.	10,750,000	2007	8/1/2018	520,000	-						
2010A, 2010B, 2010C General Obligation Bonds	Wastewater Projects	6,220,000	2010	2/15/2030	4,250,000	3,965,000	**3,670,000**				3,670,000	
2011A General Obligation Bonds	New courthouse and related improvements and refunded 2001A bonds (Cowan Blvd, Dixon St recreation center, fire ladder truck)	36,650,000	2011	7/15/2037	30,165,000	28,955,000	**27,705,000**	27,624,154	34,143	28,817	17,885	
2014A General Obligation Refunding Bonds	Refunded 2005 B bonds (Dixon Park, police headquarters, Sophia St parking garage)	6,820,000	2014	8/1/2025	5,515,000	4,880,000	**4,230,000**	2,557,670				1,672,330
2014B General Obligation Refunding Bonds	Refunded 2007E bonds (Various wastewater and water projects and Riverfront Park land acquisition and development)	6,915,000	2014	8/1/2027	6,600,000	6,490,000	**5,840,000**	1,343,200		233,600	4,263,200	
2015A General Obligation Bonds	Wastewater and water projects, transportation improvements, refuse collection vehicles, Riverfront Park, Fire Station #3 design	15,865,000	2015	4/1/2035	11,870,000	10,480,000	**9,055,000**	1,308,245		5,828,003	1,918,751	
2016A General Obligation Bond	Public Safety radio system, Walker Grant Center School site improvements	12,820,000	2016	10/1/2036	12,335,000	11,825,000	**11,285,000**	1,145,000	10,140,000	-	-	-
2018A General Obligation Bond	Riverfront Park, Executive Plaza, Stormwater, Ambulance, Water and Wastewater Projects	15,345,000	2018	10/1/2038	-	15,345,000	**14,825,000**	9,750,000	-	1,200,000	3,875,000	-
	Existing Debt				101,770,000	110,555,000	103,230,000	**43,728,269**	**36,794,143**	**7,290,420**	**13,744,836**	**1,672,330**
Proposed 2020 General Obligation Bonds	*Fire Apparatus*	*675,000*	*2020*	*12/1/2030*		-	*675,000*	*675,000*				
Proposed 2020 General Obligation Bonds	*Gateway Boulevard*	*2,500,000*	*2020*	*12/2/2040*			*2,500,000*	*2,500,000*				
Proposed FY 2020 General Obligation Bonds - Utilities	*Wastewater - Consolidation*	*491,300*	*2020*	*12/1/2040*			*491,300*			*491,300*		
Proposed FY 2020 General Obligation Bonds - Utilities	*Wastewater - Consolidation*	*6,546,200*	*2020*	*12/1/2040*		-	*6,546,200*				*6,546,200*	
	Total FY2020 Proposed Debt	***10,212,500***					**10,212,500**	***3,175,000***	**-**	***491,300***	***6,546,200***	**-**
Total General Obligation Bond Debt	**Existing and Proposed Debt**				101,770,000	110,555,000	**113,442,500**	**46,903,269**	**36,794,143**	**7,781,720**	**20,291,036**	**1,672,330**

SUMMARY OF OUTSTANDING DEBT (PRINCIPAL)

EXISTING DEBT	Purpose	Original Issuance	Issue Date	Maturity Date	Balance 6/30/2018	Balance 6/30/2019	Balance 6/30/2020	Allocation By Sector
Revenue Debt								
2015D Revenue Bond (R-Board)	Solid waste - improvements at regional landfill	1,855,000	2015	10/1/2023	1,455,000	1,240,000	**1,015,000**	
Total Revenue Bond Debt	**Existing and Proposed Debt**						**1,015,000**	

FY 2020 Adopted Budget - FY 2020 Debt Service Appropriation

FY 2019 Debt Service	Allocation By Sector															FY 2019 TOTAL GO Debt Service		
General Obligation	**City**			**Schools**			**Water Utility**			**Sewer Utility**			**Parking Utility**			Total General Fund	Total Enterprise Fund	**Total GO Debt**
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total			
2004A General Obligation School Bonds*			-	1,995,000	1,371,093	3,366,093			-						-	3,366,093	-	3,366,093
2010A, 2010B, 2010C General Obligation Bonds			-			-			-	295,000	212,385	507,385			-	-	507,385	507,385
2011A General Obligation Bonds	1,209,577	1,102,225	2,311,802	17,073	1,921	18,994	14,409	1,621	16,030	8,943	1,612	10,555			-	2,330,796	26,585	2,357,381
2014A General Obligation Refunding Bonds	393,023	65,275	458,298			-			-				256,978	42,680	299,658	458,298	299,658	757,956
2014B General Obligation Refunding Bonds	149,500	36,158	185,658			-	26,000	6,289	32,289	474,500	114,862	589,362			-	185,658	621,651	807,309
2015A General Obligation Bonds	528,950	42,624	571,574			-	453,355	145,727	599,082	442,697	54,786	497,483			-	571,574	1,096,565	1,668,139
2016A General Obligation Bond	160,000	61,857	221,857	380,000	452,113	832,113	-	-	-	-	-	-	-	-	-	1,053,970	-	1,053,970
2018(A) G.O. Bonds	355,000	419,682	774,682	-	-	-	40,000	50,975	90,975	125,000	164,594	289,594	-	-	-	774,682	380,569	1,155,251
2020 G.O. Bonds (Wastewater & Fire Equip)**	-	40,000	40,000	-	-	-	-	-	-	-	90,000	90,000	-	-	-	40,000	90,000	130,000
Total General Obligation Bonds	**2,796,050**	**1,767,821**	**4,563,871**	**2,392,073**	**1,825,127**	**4,217,200**	**533,764**	**204,612**	**738,376**	**1,346,140**	**638,239**	**1,984,379**	**256,978**	**42,680**	**299,658**	**8,781,071**	**3,022,413**	**11,803,484**

** The General Fund transfer to support school debt is reduced by $153,884 annually based on funds received from the Virginia Public School Authority (VPSA). VPSA issued refunding bonds during FY 2012 and 2014 and sent the savings in a lump sum to the City. The City established a reserve fund to reduce or "credit" those saving on annual debt service of the 2004A Bonds.*

Revenue Debt		R- Board							**Revenue Debt**
2015D Revenue Bond	215,000	65,859	280,859						**280,859**
Total Revenue Bonds	**215,000**	**65,859**	**280,859**						**280,859**

TOTAL Debt Service	**12,084,343**

***Includes cost of issuance*

DEBT SERVICE - Payments by Fiscal Year

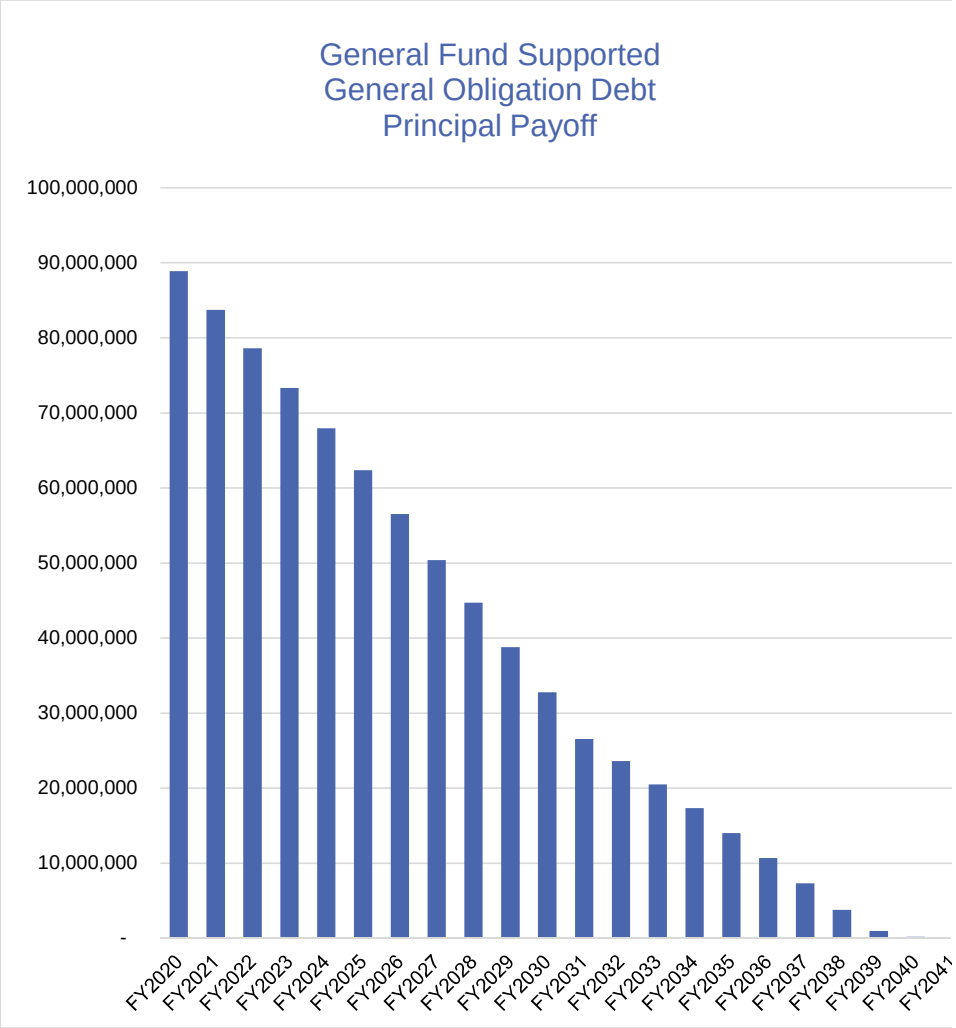
	General Obligation Debt									Revenue Debt
Fiscal Year	General Government Funds				Enterprise Funds*					Revenue - R Board
	City	Schools	FY 2020 Proposed	TOTAL	Water	Sewer	FY 2020 Water & Sewer Proposed	Parking	TOTAL	R-Board
FY2020	4,523,256	4,217,198	40,000	**8,780,454**	739,602	1,894,974	90,000	299,657	**3,024,233**	279,584
FY2021	4,046,199	4,217,620	264,400	**8,528,219**	601,207	1,550,051	573,000	301,380	**3,025,638**	279,397
FY2022	4,028,523	4,215,934	264,400	**8,513,596**	605,535	1,553,046	573,000	299,009	**3,030,589**	278,697
FY2023	3,870,612	4,195,798	264,400	**8,330,809**	585,914	1,537,963	573,000	298,497	**2,995,374**	280,756
FY2024	3,880,627	4,200,844	264,400	**8,345,871**	582,187	1,537,935	573,000	299,799	**2,992,921**	282,047
FY2025	3,877,064	4,198,235	264,400	**8,339,699**	586,384	1,532,209	573,000	297,006	**2,988,599**	-
FY2026	3,875,908	4,201,902	264,400	**8,342,210**	585,212	1,524,820	573,000	298,025	**2,981,056**	-
FY2027	3,206,402	4,201,809	264,400	**7,672,610**	585,254	1,515,132	573,000	-	**2,673,386**	-
FY2028	3,205,960	4,199,766	264,400	**7,670,126**	588,297	1,503,517	573,000	-	**2,664,814**	-
FY2029	3,016,676	4,196,455	264,400	**7,477,531**	553,787	907,641	573,000	-	**2,034,428**	-
FY2030	2,974,334	4,200,592	264,400	**7,439,326**	556,783	899,668	573,000	-	**2,029,451**	-
FY2031	2,978,784	833,547	182,800	**3,995,131**	555,080	442,436	573,000	-	**1,570,516**	-
FY2032	2,978,276	829,100	182,800	**3,990,176**	553,113	440,934	573,000	-	**1,567,047**	-
FY2033	2,976,025	830,744	182,800	**3,989,569**	555,496	443,009	573,000	-	**1,571,505**	-
FY2034	2,972,002	833,525	182,800	**3,988,327**	557,172	443,669	573,000	-	**1,573,841**	-
FY2035	2,852,732	830,272	182,800	**3,865,803**	553,548	443,852	573,000	-	**1,570,399**	-
FY2036	2,749,419	830,959	182,800	**3,763,178**	91,144	291,000	573,000	-	**955,144**	-
FY2037	2,745,231	830,509	182,800	**3,758,541**	87,944	290,600	573,000	-	**951,544**	-
FY2038	2,746,809	-	182,800	**2,929,609**	89,803	290,316	573,000	-	**953,119**	-
FY2039	610,875	-	182,800	**793,675**	91,631	290,166	573,000	-	**954,797**	-
FY2040	-	-	182,800	**182,800**	-	-	573,000	-	**573,000**	-
TOTAL	**64,115,713**	**52,064,808**	**4,512,000**	**120,697,260**	**9,705,094**	**19,332,936**	**11,550,000**	**2,093,372**	**42,681,402**	**1,400,481**

General Fund Supported Principal and Interest Payments

	General Fund Debt Service						
Fiscal Year	**Principal**	**Interest**	**Existing Total**		**Proposed FY 2020 Debt (P&I)**		**Existing & Proposed**
FY2020	5,188,121	3,552,333	8,740,454		40,000		**8,780,454**
FY2021	4,943,399	3,320,419	8,263,819		264,400		**8,528,219**
FY2022	5,161,213	3,087,983	8,249,196		264,400		**8,513,596**
FY2023	5,208,529	2,857,881	8,066,409		264,400		**8,330,809**
FY2024	5,451,666	2,629,805	8,081,471		264,400		**8,345,871**
FY2025	5,684,480	2,390,819	8,075,299		264,400		**8,339,699**
FY2026	5,933,340	2,144,470	8,077,810		264,400		**8,342,210**
FY2027	5,507,771	1,900,440	7,408,210		264,400		**7,672,610**
FY2028	5,749,538	1,656,188	7,405,726		264,400		**7,670,126**
FY2029	5,808,855	1,404,275	7,213,131		264,400		**7,477,531**
FY2030	6,026,022	1,148,904	7,174,926		264,400		**7,439,326**
FY2031	2,843,190	969,141	3,812,331		182,800		**3,995,131**
FY2032	2,945,357	862,020	3,807,376		182,800		**3,990,176**
FY2033	3,057,524	749,245	3,806,769		182,800		**3,989,569**
FY2034	3,174,691	630,835	3,805,527		182,800		**3,988,327**
FY2035	3,181,837	501,166	3,683,003		182,800		**3,865,803**
FY2036	3,220,000	360,378	3,580,378		182,800		**3,763,178**
FY2037	3,360,000	215,741	3,575,741		182,800		**3,758,541**
FY2038	2,665,000	81,809	2,746,809		182,800		**2,929,609**
FY2039	600,000	10,875	610,875		182,800		**793,675**
FY2040	-	-	-		182,800		**182,800**
TOTAL	**85,710,533**	**30,474,727**	**116,185,260**		**4,512,000**		**120,697,260**

General Fund Supported Principal Payoff

	General Fund Principal Payments				
Fiscal Year	**Principal**	**Payout**	**Proposed Debt Service**	**Existing & Proposed**	**Payout**
FY2020	5,188,121	6%		**5,188,121**	5.8%
FY2021	4,943,399	12%	141,000	**5,084,399**	11.6%
FY2022	5,161,213	18%	146,000	**5,307,213**	17.5%
FY2023	5,208,529	24%	152,000	**5,360,529**	23.6%
FY2024	5,451,666	30%	158,000	**5,609,666**	29.9%
FY2025	5,684,480	37%	164,000	**5,848,480**	36.4%
FY2026	5,933,340	44%	171,000	**6,104,340**	43.3%
FY2027	5,507,771	50%	177,000	**5,684,771**	49.7%
FY2028	5,749,538	57%	184,000	**5,933,538**	56.4%
FY2029	5,808,855	64%	192,000	**6,000,855**	63.1%
FY2030	6,026,022	71%	198,000	**6,224,022**	70.1%
FY2031	2,843,190	74%	125,000	**2,968,190**	73.5%
FY2032	2,945,357	78%	130,000	**3,075,357**	76.9%
FY2033	3,057,524	81%	135,000	**3,192,524**	80.5%
FY2034	3,174,691	85%	140,000	**3,314,691**	84.3%
FY2035	3,181,837	89%	146,000	**3,327,837**	88.0%
FY2036	3,220,000	92%	152,000	**3,372,000**	91.8%
FY2037	3,360,000	96%	158,000	**3,518,000**	95.8%
FY2038	2,665,000	99%	164,000	**2,829,000**	98.9%
FY2039	600,000	100%	171,000	**771,000**	99.8%
FY2040	-		171,000	**171,000**	100.0%
TOTAL	**85,710,533**		**3,175,000**	**88,885,533**	



Water & Sewer System Supported Debt

	Water Supported Debt				Sewer Supported Debt				Proposed	
Fiscal Year	Principal	Payout	Interest	Existing Total	Sewer Principal	Payout	Interest	Existing Total	Proposed FY 2020 Debt (P&I)	Existing & Proposed
FY2020	493,354	6.6%	196,702	690,056	1,349,670	8.9%	545,304	1,894,974	90,000	**2,181,676**
FY2021	368,246	11.5%	184,184	552,430	1,045,993	15.9%	504,058	1,550,051	573,000	**2,307,235**
FY2022	382,901	16.5%	174,444	557,344	1,083,772	23.0%	469,274	1,553,046	573,000	**2,300,489**
FY2023	389,337	21.7%	164,355	553,691	1,104,367	30.4%	433,596	1,537,963	573,000	**2,275,317**
FY2024	395,773	27.0%	154,116	549,889	1,141,086	37.9%	396,850	1,537,935	573,000	**2,265,051**
FY2025	410,427	32.4%	143,603	554,030	1,178,864	45.7%	353,345	1,532,209	573,000	**2,248,812**
FY2026	420,082	38.0%	132,741	552,823	1,216,643	53.8%	308,178	1,524,820	573,000	**2,230,561**
FY2027	431,518	43.8%	121,530	553,048	1,254,712	62.1%	260,421	1,515,132	573,000	**2,209,663**
FY2028	446,172	49.7%	109,920	556,092	1,292,490	70.6%	211,027	1,503,517	573,000	**2,186,437**
FY2029	455,826	55.8%	97,961	553,787	740,319	75.5%	167,322	907,641	573,000	**1,578,601**
FY2030	470,481	62.0%	86,303	556,783	768,497	80.6%	131,171	899,668	573,000	**1,558,970**
FY2031	480,135	68.4%	74,945	555,080	346,676	82.9%	95,761	442,436	573,000	**1,090,381**
FY2032	489,789	74.9%	63,324	553,113	354,854	85.3%	86,080	440,934	573,000	**1,077,258**
FY2033	504,444	81.6%	51,053	555,496	368,033	87.7%	74,976	443,009	573,000	**1,067,062**
FY2034	519,098	88.5%	38,074	557,172	381,211	90.2%	62,458	443,669	573,000	**1,054,743**
FY2035	528,777	95.5%	24,771	553,548	394,386	92.8%	49,466	443,852	573,000	**1,041,622**
FY2036	80,000	96.6%	11,144	91,144	255,000	94.5%	36,000	291,000	573,000	**875,144**
FY2037	80,000	97.7%	7,944	87,944	265,000	96.3%	25,600	290,600	573,000	**871,544**
FY2038	85,000	98.8%	4,803	89,803	275,000	98.1%	15,316	290,316	573,000	**868,119**
FY2039	90,000	100.0%	1,631	91,631	285,000	100.0%	5,166	290,166	573,000	**864,797**
FY2040	-		-	-	-		-	-	573,000	**573,000**
TOTAL	**7,521,358**		**1,843,546**	**9,364,905**	**15,101,569**		**4,231,367**	**19,332,936**	**11,550,000**	**32,726,483**

Parking System Supported Debt

	Revenue Debt Service				
Fiscal Year	Principal	Payout	Interest	Existing Total	
FY2020	256,978	13.3%	42,679	299,657	
FY2021	264,885	27.0%	36,495	301,380	
FY2022	268,838	41.0%	30,171	299,009	
FY2023	274,768	55.2%	23,729	298,497	
FY2024	282,675	69.9%	17,123	299,799	
FY2025	286,629	84.7%	10,377	297,006	
FY2026	294,536	100.0%	3,489	298,025	
FY2027					
FY2028					
FY2029					
FY2030					
FY2031					
FY2032					
FY2033					
FY2034					
FY2035					
FY2036					
FY2037					
FY2038					
FY2039					
FY2040	-		-	-	
TOTAL	**1,929,308**		**164,064**	**2,093,372**	

Revenue Bonds (Solid Waste)

	Revenue Debt Service			
Fiscal Year	Principal	Payout	Interest	Existing Total
FY2020	225,000	18.1%	54,584	279,584
FY2021	235,000	37.1%	44,397	279,397
FY2022	245,000	56.9%	33,697	278,697
FY2023	260,000	77.8%	20,756	280,756
FY2024	275,000	100.0%	7,047	282,047
FY2025				
FY2026				
FY2027				
FY2028				
FY2029				
FY2030				
FY2031				
FY2032				
FY2033				
FY2034				
FY2035				
FY2036				
FY2037				
FY2038				
FY2039				
FY2040	-		-	-
TOTAL	**1,240,000**		**160,481**	**1,400,481**

CITY · OF · FREDERICKSBURG · VIRGINIA ·
1728 ·

GLOSSARY & ACRONYMS

ALS – Advanced Life Support

ARB – Architectural Review Board

Appropriation – The legal authority to spend money or enter into obligations to spend money under state law.

Assigned Fund Balance – Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

BLS – Basic Life Support

BPOL – Business, Professional, and Occupational License Tax

Balanced Budget – The City adopts a balanced budget in which current expenditures for all funds are matched by current revenues or appropriated fund balances.

Basis of Accounting – The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. The measurement focus for governmental funds is current financial resources, whereby only current assets and current liabilities are generally included on the balance sheet. The enterprise funds are accounted for on a flow of economic resources measurement focus, whereby all assets and all liabilities are included on the statement of net assets. The different methods of accounting flow from these considerations.

Modified Accrual – for Governmental Funds, the revenues are recognized in the period in which they become measurable and available. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

Full Accrual – for Enterprise Funds, the revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to the receipt or disbursement of cash.

Blight Abatement Fund – This fund accounts for the revenues, expenditures and other financing resources of the blight abatement program.

CAMA – Computer Aided Mass Appraisal

CDA – Community Development Authority

CDBG – Community Development Block Grant.

CIP – Capital Improvement Plan.

COLA – Cost of Living Adjustment

CSA – Children's Services Act.

CRRL – Central Rappahannock Regional Library

CY – Calendar Year January 1st – December 31st.

Capital Fund –The City procures major capital assets through capital funds. The capital funds are budgeted through the capital budget process. These funds include Public Education, Public Works, Public Facilities, Public Safety, Water, Sewer, and Transit. The City also created special capital funds to construct the new school buildings.

Capital Projects Funds – The Capital Projects Funds account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays, except for those financed by Proprietary Funds or for assets held in trust for individuals, private organizations, or other governments. Capital Projects Funds include the following funds:

Capital Improvements Plan – The Capital Improvements Plan is a five-year listing of major capital projects by capital fund. The CIP does not appropriate funds, and may be re-evaluated and amended as conditions warrant.

Capital Outlay – Capital outlay represents spending on assets that generally last longer than one year and is over $1,000 in value (exception: computer software). These are purchased through the capital outlay line items in the budget. Major capital assets, which are generally greater than $75,000 and last longer than three years, will generally be budgeted through the capital budget process.

Central Park Special Tax District Fund – This fund accounts for the revenues, expenditures, and other financing resources of the Central Park Special Service District.

Children's Services Act Fund – This fund accounts for the Children's Services Act grant funds which provide assistance primarily for foster care and related services and the prevention of foster care. Services provided include education, housing, health and food. Funding is primarily from state grants and local match appropriations.

Central Rappahannock Regional Library: A regional library set up under an agreement in accordance with state law to serve the City of Fredericksburg, Stafford County, and Spotsylvania County. The CRRL also contractually serves Westmoreland County.

City Council – The City Council of the City of Fredericksburg is the legislative body that sets City laws and policies and oversees City operations. The City Council has seven members, including the Mayor, and are elected to staggered four-year terms. Regular meetings are held the second and fourth Tuesday of every month at 7:30 p.m. in City Hall, 715 Princess Anne Street.

City Manager – The City Manager is the chief executive officer of the City of Fredericksburg, and is appointed and serves at the pleasure of the City Council. The City Manager is responsible for developing the annual budget, and in overseeing the operations of the City.

Committed Fund Balance – Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest level action to remove or change the constraint.

Compensation Board – The Compensation Board of the Commonwealth of Virginia sets the state's compensation levels to local governments for Constitutional Officers, and also provides technical and other assistance to these officials in the performance of their duties. The City receives state assistance for the following offices from the **Compensation Board** – Commonwealth's Attorney, Clerk of the Circuit Court, Sheriff, Treasurer, and Commissioner of the Revenue.

Constitutional Officers – The Constitution of Virginia provides that cities and counties have certain offices that are elected by the citizens and serve terms of office. These officers are independent of the City Council; but their budgets are adopted and appropriated by the City Council. In the City, these offices include the Sheriff, the Clerk of the Circuit Court, the Commonwealth's Attorney, the Treasurer, the Commissioner of the Revenue, and the Voter Registrar.

Contingency – Contingency accounts are set aside in certain funds to meet unforeseen circumstances; in order to utilize contingency funds, the City Council must adopt a supplemental appropriation resolution.

DEQ – Department of Environmental Quality.

DHCC – Dorothy Hart Community Center.

DSS – Department of Social Services.

Debt Service Funds – Debt service funds are set aside to pay the principal and interest on debt owed by the City. Balances are not kept in the debt service accounts of the City; rather, funds are transferred in year-to-year from other funds based on the debt retirement schedules of the City.

Depreciation – Expiration in the service life of capital assets attributable to deterioration, inadequacy, and obsolescence. Depreciation of capital assets is charged in the City's enterprise funds. The depreciation charges are set based upon a schedule that varies depending upon the type of asset (e.g. buildings last longer than vehicles).

EDA – Economic Development Authority

EDT – Economic Development & Tourism

EMS – Emergency Medical Service

EMT – Emergency Medical Technician

ERP – Enterprise Resource Planning Software.

Education Debt Service Fund – This fund accounts for the accumulation of resources for, and the payment of, general long-term obligation debt principal, interest, and related charges for school debt.

Encumbrance – an obligation against City funds in the form of a purchase order or contract for goods that have not yet been delivered or services that have not yet been performed.

Enterprise Fund – Enterprise funds consist of City-owned utilities that are accounted for on an accrual basis similarly to most large business accounting. Unlike other governmental funds, depreciation is charged to capital assets in enterprise funds. The City currently has four major enterprise funds: Water, Sewer, Transit, and Parking.

Enterprise Funds – Enterprise Funds account for the financing of services to the general public where all or most of the operating expenses involved are recovered in the form of charges to users of such services. The Enterprise Funds consist of the following:

Environmental Section Fund – This fund accounts for the revenues, expenditures, and other financing resources for stormwater and other environmental purposes.

FAMPO – Fredericksburg Area Metropolitan Planning Organization.

FCPS – Fredericksburg City Public Schools.

FY – Fiscal Year – July 1st – June 30th.

Fiduciary (Fiscal Agent) Funds – These funds are funds that the City uses to account for resources that are held in trust for other government agencies or programs. This is done primarily as a way to lower administrative overhead costs and ease operations for these agencies or programs. The City includes these funds in their budget resolution, and in the City's annual audit.

Fiscal Year – The City designates a twelve-month period for accounting and budgeting purposes. The City's Fiscal Year is July 1 – June 30. The second half of the fiscal year is named when abbreviated. For example, Fiscal Year 2008 (or FY 2008) encompasses the period July 1, 2007 to June 30, 2008.

Forfeited Asset Sharing Program Fund – This fund accounts for the revenues, expenditures, and other financing resources of the forfeited asset sharing program.

Fund – A fund is a balanced set of accounts. Government accounting information is organized into separate funds, each containing its own revenues, expenditures, and fund balances. Moving money from one fund to another requires a transfer.

Fund Balance – Fund balance is the balance remaining in a fund after all liabilities are subtracted from all assets for that fund. Positive fund balances may be designated for future use, left undesignated, or appropriated for subsequent expenditures. The City of Fredericksburg has a policy goal that the General Fund Undesignated Unreserved Fund Balance will not fall below 12% of the prior year's total General Fund revenues.

GASB – Government Accounting Standard Board.

Gas Tax – Gasoline Tax Revenue.

General Fund – The General Fund (Fund 100) is the main operations fund for the City, and accounts for all operations not accounted for in other funds. Most City operations, with the exception of Enterprise Funds) are accounted for in the General Fund. Funds are transferred from the General Fund to support other operational funds, including Public Schools, Social Services, and the Comprehensive Services Act Fund.

General Fund – The General Fund is the primary operating fund of the City and

accounts for and reports all revenues and expenditures applicable to the general operations of the City which are not accounted for in other funds. Revenues are derived primarily from property and other local taxes, licenses, permits, charges for services, use of money and property, and intergovernmental grants. The General Fund is considered a major fund for financial reporting purposes.

General Fund – The General Fund is the primary operating fund of the City and accounts for and reports all revenues and expenditures applicable to the general operations of the City which are not accounted for in other funds. Revenues are derived primarily from property and other local taxes, licenses, permits, charges for services, use of money and property, and intergovernmental grants. The General Fund is considered a major fund for financial reporting purposes.

General Obligation Bond Debt Service Fund – This fund accounts for the accumulation of resources for, and the payment of, general long-term obligation debt principal, interest, and related charges.

GF-SCH – General Fund Assigned for School Capital.

GIS – Geographic Information System

GO – General Obligation Bonds. Debt secured by the City's pledge of its full faith and credit taxing authority.

Governmental Fund – The General Fund and most other funds for the City are called governmental funds and are accounted for on a modified accrual basis. This accounting method recognizes revenues in the period in which they become measurable and available. The focus is on the measurement of currently available financial resources. The major difference between governmental funds and enterprise funds is that capital assets are recognized as expenditures in the year in which the purchase is made rather than being accounted for as an asset and depreciated over time.

Line Item – Line items group expenditures by object purchased – for example, Professional Services – Engineering or Office Supplies.

HVAC – Heating, Ventilation, and Air Conditioning.

Local Composite Index – the Local Composite Index is the Commonwealth of Virginia's funding formula for state aid to local school districts. The formula measures the wealth of a community against the total population and school enrollment. Higher scores indicate that a community needs less school assistance; while lower scores indicate that a community needs more school assistance. The City of Fredericksburg's Local Composite Index score is high relative to other localities; and the City receives less state aid on a per pupil basis as a result.

New Court Capital Fund – This fund accounts for resources and expenditures for the renovation and improvements of the City's court facilities. Financing is provided by bond proceeds and transfers from the General Fund.

Nonspendable Fund Balance – Amounts that are not in spendable form (such as inventory and prepaids) or are required to be maintained intact (corpus of a permanent fund).

NPS – National Park Service.

OPEB – Other Post-Employment Benefits

Parking Fund – The Parking Fund is an enterprise fund that has been created to account for the capital contributions and the operations of the Sophia Street Parking Garage, which opened in November 2005 in downtown Fredericksburg.

PPEA – Public - Private Education Facilities and Infrastructure Act of 2002.

PF – Public Facilities.

PRE – Parks, Recreation & Events.

PRTC – the Potomac and Rappahannock Transportation Commission. The City and several other jurisdictions are members of the PRTC, and as a result are able to charge a motor fuels tax of 2% of receipts. The motor fuels tax is dedicated first to the needs of the Virginia Railway Express and the

PRTC administration; the City may then use surplus amounts to meet transportation needs in the community.

Program Change Proposal – An internal City term for a major budget proposal more than $10,000 in value that alters or could potentially alter service levels. These are reviewed by an internal committee of senior-level managers for recommendations on inclusion in the City Manager's Recommended Budget. Examples of a Program Change Proposals include new positions or new equipment. Replacing existing capital equipment, on the other hand, would not be considered through the Program Change Proposal process because it does not alter existing service levels.

PS – Public Safety.

Public Facilities Capital Fund – This fund accounts for the construction, renovation, and improvements of the City's buildings and facilities. Financing is provided primarily by investment earnings and transfers from the General Fund.

Public Safety Capital Fund – This fund accounts for the police and fire department projects. Financing is provided primarily by investment earnings and transfers from the General Fund.

Public Works Capital Fund – This fund accounts for resources and expenditures for the construction of and reconstruction of City streets, sidewalks, and bridges. Primary revenues consist of taxes, grants, and transfers from the General Fund.

PW – Public Works.

R-Board – Rappahannock Regional Landfill.

RRJ – Rappahannock Regional Jail – The regional jail facility that houses adult inmates either awaiting trail, in transition between facilities, or serving short sentences and not sent to state prison. The regional facility serves the City of Fredericksburg and the Counties of Stafford, Spotsylvania, and King George.

Rappahannock Juvenile Detention Center – The regional jail facility that houses juvenile inmates awaiting trail, in transition between facilities, or serving short sentences and not sent to state prison. The regional facility serves the City of Fredericksburg and the Counties of Stafford, Spotsylvania, and King George.

Resolution – An official act of the City Council; the City adopts and amends its budget via resolution. Resolutions appropriating funds, such as budget resolutions, require two readings (or approvals) before taking effect.

Restricted Fund Balance – amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

SCADA – Supervisory Control and Data Acquisition.

SCH – Fredericksburg City Public Schools

School Bond Funded Capital Fund – This fund accounts for resources and expenditures for school construction. Financing is provided by bond proceeds. The Fund is considered a major fund for financial reporting purposes.

Special Revenue Fund – Special revenue funds are used to account for special revenues requiring separate accounting because of legal or regulatory provisions or administrative action. Examples include grant funds and special tax district revenues.

Special Revenue Funds – Special Revenue Funds account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. Special Revenue Funds include the following funds.

State, Federal and Local Grants Fund – This fund accounts for revenues and expenditures of state, federal, and local grants which function on a reimbursement basis.

Transfer – Transfers move money between funds, between projects, or between line items. The City Manager has authority to

move funds between line item objects. The City Council transfers funds through an appropriation resolution between funds or between capital projects.

Transit Fund – The City Transit Fund supports the operations of the FREDericksburg Regional Transit System. The fund is largely supported by federal and state grant funds as well as contributions from local communities.

Unassigned Fund Balance – Amounts that are available for any purpose; positive amounts are only reported in the General Fund.

VAC – Vacuum

VDEM – Virginia Department of Emergency Management.

VDOT – Virginia Department of Transportation.

VRE – VRE stands for the Virginia Railway Express, which is a commuter rail service that serves the Washington, D.C. area. There are two service lines: one originates in downtown Fredericksburg and ends in Washington, while the other runs from Manassas to Washington.

VRS – VRS stands for the Virginia Retirement System, which is the statewide pension plan for state employees and local employees for localities that have joined the system. Both the City of Fredericksburg and the Fredericksburg City Schools are members of the VRS. The VRS sets retirement contributions as a percentage of salary every two years based upon an assessment of the City's retirement benefit liabilities and accrued system assets. For the Fredericksburg City Schools, these contribution rates are subject to General Assembly approval, as the state partially funds retirement benefits for school employees.

Virginia Public Assistance Fund – This fund accounts for the operations of the City's Department of Social Services. Funding is primarily from state and federal grants and local match appropriations.

Wastewater Fund – This fund accounts for income and expenses of the City-owned wastewater utility.

Water Fund – This fund accounts for income and expenses of the City-owned water utility.

WWTP – Wastewater Treatment Plant.

Balance Sheet
Governmental Funds
At June 30, 2018

	General	Other Governmental Funds	Total Governmental Funds
Assets:			
Cash and cash equivalents	$ 25,077,120	$ 11,047,420	$ 36,124,540
Receivables (net of allowances for uncollectibles):			
Property taxes	1,002,571	7,030	1,009,601
Accounts	120,204	-	120,204
Accrued revenue	304,581	121,925	426,506
Inventory, at cost	25,274	-	25,274
Prepaid items	324,087	1,767	325,854
Due from other governments	3,086,327	1,710,005	4,796,332
Total assets	$ 29,940,164	$ 12,888,147	$ 42,828,311
Liabilities:			
Accounts payable	$ 502,488	$ 989,089	$ 1,491,577
Accrued liabilities	1,245,206	292,771	1,537,977
Amounts held for others	919,565	-	919,565
Unearned revenue	72,817	376,625	449,442
Total liabilities	$ 2,740,076	$ 1,658,485	$ 4,398,561
Deferred Inflows of Resources:			
Unavailable revenue - property taxes	$ 1,364,899	$ 4,794	$ 1,369,693
Fund Balances:			
Nonspendable	$ 349,361	$ 1,767	$ 351,128
Restricted	-	100,000	100,000
Committed	7,214,757	6,270,150	13,484,907
Assigned	1,326,619	4,852,951	6,179,570
Unassigned	16,944,452	-	16,944,452
Total fund balances	$ 25,835,189	$ 11,224,868	$ 37,060,057
Total liabilities, deferred inflows of resources and fund balances	$ 29,940,164	$ 12,888,147	$ 42,828,311

The accompanying notes to the financial statements are an integral part of this statement.

Balance Sheet
Governmental Funds
At June 30, 2018

	General	Other Governmental Funds	Total Governmental Funds
Assets:			
Cash and cash equivalents	$ 25,077,120	$ 11,047,420	$ 36,124,540
Receivables (net of allowances for uncollectibles):			
Property taxes	1,002,571	7,030	1,009,601
Accounts	120,204	-	120,204
Accrued revenue	304,581	121,925	426,506
Inventory, at cost	25,274	-	25,274
Prepaid items	324,087	1,767	325,854
Due from other governments	3,086,327	1,710,005	4,796,332
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Accrued liabilities	1,245,206	292,771	1,537,977
Amounts held for others	919,565	-	919,565
Unearned revenue	72,817	376,625	449,442
Total liabilities	$ 2,740,076	$ 1,658,485	$ 4,398,561
Deferred Inflows of Resources:			
Unavailable revenue - property taxes	$ 1,364,899	$ 4,794	$ 1,369,693
Fund Balances:			
Nonspendable	$ 349,361	$ 1,767	$ 351,128
Restricted	-	100,000	100,000
Committed	7,214,757	6,270,150	13,484,907
Assigned	1,326,619	4,852,951	6,179,570
Unassigned	16,944,452	-	16,944,452
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Total liabilities, deferred inflows of resources and fund balances	$ 29,940,164	$ 12,888,147	$ 42,828,311

The accompanying notes to the financial statements are an integral part of this statement.

MOTION: **April 23, 2019**
Regular Meeting
SECOND: **Resolution No. 19-45**

RE: **Appropriating Funds for Fiscal Year (FY) 2020 Beginning July 1, 2019 through June 30, 2020**

ACTION: **APPROVED: Ayes: 0; Nays 0**

FIRST READ: April 23, 2019 **SECOND READ:** May 14, 2019

Section 1.

The City Manager has submitted to the City Council a proposed balanced FY 2020 budget necessary for the provision of City services.

A duly advertised public hearing was held on April 16, 2019 at which comments from the public concerning the budget were heard.

The City Council has reviewed and made certain revisions to the budget.

Therefore, the City Council resolves that the following purposes be authorized and the annual appropriations for FY 2020 be made from the GENERAL FUND:

Function	
City Council	237,710
City Manager	1,005,443
Clerk of the Council	114,041
Clerk of the Circuit Court	889,511
Commissioner of the Revenue	1,084,444
Commonwealth's Attorney	1,541,446
Courts	203,523
Economic Development	1,005,539
Fire	7,525,984
Finance	953,678
HR	468,139
Insurance	983,000
IT	1,777,080
Legal Services	384,557
Planning	721,149
Building	853,934
ARB/BZA	5,200
Parks, Recreation & Events	3,077,340
Police	10,092,364
Public Facilities	2,960,374

Public Information	93,212
Public Works	7,335,558
Safety	115,755
Sheriff	2,317,175
Transportation Division	157,470
Treasurer	900,217
Voter Registrar	333,772
Schools	30,460,210
Correction & Detention	4,434,471
Outside Agencies	3,182,974
Debt Service - Schools	4,063,866
Debt Service	4,558,714
Transfer to School Capital	764,000
Transfer to Capital	2,234,500
Transfer to Social Services	1,000,000
Transfer to Children's Services Act	1,400,000
Transfers - Others	937,650
TOTAL	**100,174,000**

The City Council further resolves that the annual appropriation in the sum of **$47,249,053** for FY 2020 be made from the SCHOOL OPERATING FUND (Fund 2050) which monies are to be expended in accordance with law for purposes authorized and approved by the Fredericksburg City School Board.

The City Council further resolves that the annual appropriation in the sum of **$5,596,277** for FY 2020 be made from the SCHOOL GRANTS FUND (Fund 2110) which monies are to be expended in accordance with law for purposes authorized and approved by the Fredericksburg City School Board.

The City Council further resolves that the annual appropriation in the sum of **$6,411,125 for** FY 2020 be made from the SOCIAL SERVICES FUND (Fund 0201) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the City of Fredericksburg Board of Social Services.

The City Council further resolves that the annual appropriation in the sum of **$3,924,510** for FY 2020 be made from the CHILDREN'S SERVICES ACT FUND (Fund 0204) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the City of Fredericksburg Community Policy Management Team.

The City Council further resolves that the annual appropriation in the sum of **$1,546,735** for FY 2020 be made from the CITY GRANTS FUND (Fund 0210) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$154,650** for FY 2020 be made from the ECONOMIC DEVELOPMENT AUTHORITY FUND (Fund 0215) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The **City Council further resolves** that the annual appropriation in the sum of **$75,000** for FY 2020 be made from the FREDERICKSBURG OPPORTUNITY FUND (Fund 0226) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$95,000** for FY 2020 be made from the BLIGHT ABATEMENT FUND (Fund 0228) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$898,304** for FY 2020 be made from the STORMWATER MANAGEMENT FUND (Fund 0229) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$4,844,731** for FY 2020 be made from the GENERAL OBLIGATION BOND FUND (Fund 0401) which monies are to be expended in accordance with law for purposes authorized and approved by City Council.

The City Council further resolves that the annual appropriation in the sum of **$4,217,750** for FY 2020 be made from the EDUCATION BOND FUND (Fund 0403) which monies are to be expended in accordance with law for purposes authorized and approved by City Council.

The City Council further resolves that the annual appropriation in the sum of **$5,726,209** for FY 2020 be made from the WATER ENTERPRISE FUND (Fund 0501) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$9,367,381** for FY 2020 be made from the WASTEWATER ENTERPRISE FUND (Fund 0502) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$6,312,360 for** FY 2020 be made from the PUBLIC TRANSPORTATION FUND (Fund 0503) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$737,427** for FY 2020 be made from the PARKING FUND (Fund 0504) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$95,382** for FY 2020 be made from the RIPARIAN LAND STEWARDSHIP FUND (Fund 0801) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$5,000** for FY 2020 be made from the OPEB TRUST FUND (Fund 0805) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council.

The City Council further resolves that the annual appropriation in the sum of **$1,256,514** for FY 2020 be made from the RAPPAHANNOCK REGIONAL CRIMINAL JUSTICE ACADEMY FUND (Fund 0736) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the Rappahannock Regional Criminal Justice Academy Board.

The City Council further resolves that the annual appropriation in the sum of **$1,414,206** for FY 2020 be made from the RAPPAHANNOCK AREA OFFICE ON YOUTH FUND (Fund 0738) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the Rappahannock Area Office on Youth Board.

The City Council further resolves that the annual appropriation in the sum of **$35,000** for FY 2020 be made from the SPECIAL WELFARE REVENUE FUND (Fund 0739) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the City of Fredericksburg Social Services Board.

The City Council further resolves that the annual appropriation in the sum of **$284,279** for FY 2020 be made from the COURT SERVICES UNIT FUND (Fund 747) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the City of Fredericksburg Court Services Unit Board.

The City Council further resolves that the annual appropriation in the sum of **$1,746,150** for FY 2020 be made from the CELEBRATE VIRGINIA SOUTH COMMUNITY DEVELOPMENT AUTHORITY FUND (Fund 0753) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the Celebrate Virginia South Community Development Authority.

The City Council further resolves that the City Manager is authorized to make line-item changes within budget program totals and such changes shall be reported to the City Council by way of periodic financial reports.

The City Council further resolves that at the close of the fiscal year the City Manager is authorized to maintain appropriations for encumbrances and grants.

The City Council further resolves that the City Manager is authorized to increase budgets and appropriations for the following items of non-budgeted restricted revenue that may occur during FY 2020:

1. Insurance recoveries received for damages to City properties for which City funds have been expended to make repairs.
2. Defaulted builder and developer securities to be used for uncompleted projects.
3. Asset forfeiture funds.

4. Donations under $10,000 given for a specific purpose.

The City Council further resolves that the appropriations made herein shall become available for expenditures July 1, 2019 and shall expire June 30, 2020.

Section 2. Operating Fund Revenues.

It is estimated that revenues and other sources will be available during the FY beginning on July 1, 2019 and ending on June 30, 2020 to meet the foregoing appropriations according to the following sources:

General Fund

Local Sources	$89,138,400
The Commonwealth and Federal Government	6,277,600
Transfers from Other Funds	930,000
Fund Balance Committed/Assigned	3,358,000
Fund Balance (Unassigned)	470,000
Total	**$100,174,000**

Social Services Fund – Operating

City Appropriation	$1,000,000
Other Local Sources	78,730
Revenue from the Commonwealth	2,149,626
Revenue from the Federal Government	2,955,516
Fund Balance	227,253
Total	**$6,411,125**

Children's Services Act Fund

General Fund Transfer	$ 1,400,000
The Commonwealth and Federal Government	2,443,611
Fund Balance	80,899
Total	**$3,924,510**

School Operating Fund

City Appropriation	$30,244,710
Transfer from the General Fund – Head Start	215,500
Other Local Sources	170,379
Aid from the Commonwealth	16,068,464
Fund Balance	550,000
Total	**$47,249,053**

City Grants – Other Miscellaneous

Other Local Sources	$584,500
Revenue from the Commonwealth	283,241
Revenue from the Federal Government	210,916

Transfer from the General Fund	308,000
Fund Balance	160,078
Total	**$1,546,735**

School Grants Fund

Cafeteria Sales	$388,300
Other Local Revenues	311,603
Aid from the Commonwealth	348,187
Aid from the Federal Government	4,548,187
Total	**$5,596,277**

Economic Development Authority Fund

Transfer from General Fund	$154,650
Total	**$154,650**

Fredericksburg Opportunity Fund

Fund Balance	$75,000
Total	**$75,000**

Blight Abatement Fund

Other Local Sources	$20,000
Fund Balance	$75,000
Total	**$95,000**

Storm Water Management Fund

Real Estate Property Tax	$800,000
Other Local Sources	35,000
Fund Balance (Unassigned)	63,304
Total	**$898,304**

Debt Service Funds

General Fund Transfer (General)	$ 4,558,714
General Fund Transfer (Education)	4,063,866
Water Utility Transfer	1,228
Wastewater	3,929
R-Board Revenue	280,860
Fund Balance	153,884
Total	**$ 9,062,481**

Water Fund

Local Sources	$4,598,300
Fund Balance	1,127,909
Total	**$5,726,209**

Wastewater Fund

Local Sources	$6,909,575
Fund Balance	2,457,806
Total	**$9,367,381**

Public Transportation Fund

Local Sources	$1,845,925
Revenue from the Commonwealth	702,566
Revenue from the Federal Government	2,823,393
Fund Balance	940,476
Total	**$6,312,360**

Parking Fund

Local Sources	$539,500
Fund Balance	197,927
Total	**$737,427**

Rappahannock Regional Criminal Justice Academy Fund

Academy Revenue	$1,256,514
Total	**$1,256,514**

Rappahannock Area Office on Youth Fund

Office on Youth Revenues	$1,414,206
Total	**$1,414,206**

Special Welfare Fund

Local Sources	$35,000
Total	**$35,000**

Court Services Unit Fund

CSU Revenues	$284,279
Total	**$284,279**

Celebrate Virginia South CDA Fund

CDA Assessments	$1,746,150
Total	**$1,746,150**

Riparian Lands Fund

Local Sources	$39,400
General Fund Transfer	55,000
Fund Balance	982
Total	**$95,382**

OPEB Trust Fund

Fund Balance	$5,000
Total	**$5,000**

Section 3. FY 2020 Capital Budget

The City Manager has submitted to the City Council a FY 2020 capital budget for the City's various capital funds.

The City Council wishes to appropriate the funds necessary to move forward on these projects.

Therefore, the City Council resolves that the annual appropriation in the sum of **$1,193,000** for FY 2020 be made from the PUBLIC EDUCATION CAPITAL FUND (Fund 3010) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council and the Fredericksburg City Public School Board, as follows:

School Buses	264,000
Computer Technology	300,000
Facilities Improvement	75,000
Facilities - James Monroe HVAC - Chillers	89,000
School Bus Lot Lease	20,000
James Monroe Track Conditioning	70,000
James Monroe Library	50,000
Learning Cottages	250,000
Walker-Grant Annex - Renovation/Upgrade	75,000
Total Public Education Capital Fund	**$1,193,000**

The City Council further resolves that the annual appropriation in the sum of **$7,156,300** for FY 2020 be made from the PUBLIC WORKS CAPITAL FUND (Fund 0302) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council, as follows:

Public Works	
Historic Assets	30,000
Neighborhood Enhancements	50,000
Rolling Stock	
Refuse Truck	166,300
Stormwater Management	
Canal Improvements	68,000
Culvert Replacement; Stormwater Improvements	50,000
Huntington Hills	300,000
Route 1 Culvert	100,000
Trails & Parks	
Pathway Improvements (Idlewild Connector & Embry Dam Trail)	40,000
VCR Trail Bridge over Hazel Run	140,000

Pedestrian Bridges 50,000
Transportation
Annual Asphalt & Concrete Repair Program 1,750,000
Asphalt & Concrete - Traffic Calming 50,000
Gateway Boulevard Extension 2,500,000
Lafayette Blvd Pedestrian Safety & Kenmore Roundabout 600,000
Pedestrian Signals George & Princess Anne 350,000
Route 3 Signal Optimization 417,000
Traffic Signal Conversion to Flashing Amber Left Turns 495,000
Total Public Works Capital Fund $7,156,300

The City Council further resolves that the annual appropriation in the sum of **$1,141,300** for FY 2020 be made from the WATER SYSTEM IMPROVEMENT FUND (Fund 0303) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council, as follows:

Internal System Improvements $400,000
SCADA 250,000
Motts Run Plant Expansion 491,300
Total Water System Improvement Fund $1,141,300

The City Council further resolves that the annual appropriation in the sum of **$8,706,200** for FY 2020 be made from the WASTEWATER SYSTEM IMPROVEMENT FUND (Fund 0304) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council, as follows:

Inflow and Infiltration Abatements (need to breakout) $400,000
Sewer Systems Improvements 350,000
Pump Station Upgrades 50,000
Celebrate Virginia Pump Station 150,000
Kenmore Avenue Relocation 225,000
Replace Route 2 / 17 Pump Station 150,000
WWTP SCADA System Replacement 125,000
WWTP Relamp UV lights (disinfectant) 50,000
WWTP Pump Replacement 140,000
WWTP Effluent Tank Relining 400,000
WWTP Emergency Electric System 120,000
Massaponax Expansion/Consolidation 3,172,000
FMC Infrastructure Improvements) 1,088,000
FMC Decommissioning 1,536,200
FMC to Massaponax WWTP 750,000
Total Wastewater System Improvement Fund $8,706,200

The City Council further resolves that the annual appropriation in the sum of **$2,985,000** for FY 2020 be and it is hereby made from the PUBLIC FACILITIES CAPITAL FUND (Fund 0305) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council, as follows:

Information Technology
Fiber Network Expansion 98,000
IT Disaster Resilience Plan Implementation 94,000
NG911 Implementation 1,185,000
Technology Replacements 300,000
Parking
Hanover Parking Facility 315,000
Parks, Recreation & Events
ADA Accessibility 140,000
Community Planning and Building
Planning Area Plan Updates 105,000
Public Facilities
Central Rappahannock Regional Library -Theater Room 80,000
CRRL -Various Improvements 43,000
City Hall - Restrooms 30,000
City Hall - Replace main roof 110,000
Energy Savings Improvements 50,000
Exec Center Plaza - Electrical Upgrades 125,000
HVAC / Roof Repair 75,000
Old Town Hall Foundation Repair (Museum) 50,000
Train Station Sidewalk & Electrical Conduit 125,000
Visitor's Center 60,000
Total Public Facilities Capital Fund $2,985,000

The City Council further resolves that the annual appropriation in the sum of **$1,210,000** for FY 2020 be made from the PUBLIC SAFETY CAPITAL FUND (Fund 0306) which monies are to be expended in accordance with law for purposes authorized and approved by the City Council, as follows:

Animal Shelter $80,000
Police Body Cameras 105,000
Ambulance 300,000
Fire Apparatus 675,000
Fire Station One – Rehab 50,000
Total Public Safety Capital Fund $1,210,000

The City Council further resolves that the appropriations made herein shall become available for expenditures July 1, 2019 and shall expire June 30, 2020.

Section 4. Capital Fund Revenues

It is estimated that revenues and other sources will be available during the FY beginning on July 1, 2019 and ending on June 30, 2020 to meet the foregoing appropriations according to the following sources:

Public Education Capital Fund

Transfer from the General Fund	$764,000
Prior Year Capital Fund Balance	429,000
Total Public Education Capital Fund	**$1,193,000**

Public Works Capital Fund

Local Revenue	$868,800
State Funding	2,902,000
Prior Year Capital Fund Balance	274,000
General Fund Transfer	311,500
Stormwater Management Fund Transfer	300,000
Debt Issuance	2,500,000
Total Public Works Capital Fund	**$7,156,300**

Water Capital Improvement Fund

Transfer from Operating/Fund Balance	$1,141,300
Total Water Capital Improvement Fund	**$1,141,300**

Wastewater System Improvement Fund

Transfer from Operating Fund/Fund Balance	$6,546,200
Debt Issuance	2,160,000
Total Wastewater Capital Improvement Fund	**$8,706,200**

Public Facilities Capital Fund

Local Revenue	$122,000
Transfer from the General Fund	1,638,000
Fund Balance	40,000
State Funding	1,185,000
Total Public Facilities Capital Improvement Fund	**$2,985,000**

Public Safety Capital Fund

General Fund Transfer	$ 285,000
Fund Balance	250,000
Debt Issuance	675,000
Total Public Safety Capital Improvement Fund	**$1,210,000**

Votes:
Ayes:
Nays:
Absent from Vote:
Absent from Meeting:

****

Clerk's Certificate

I, the undersigned, certify that I am Clerk of Council of the City of Fredericksburg, Virginia, and that the foregoing is a true copy of Resolution No. 19-45 duly adopted at the City Council meeting held May 14, 2019 at which a quorum was present and voted.

Tonya B. Lacey
Clerk of Council

MOTION: **DEVINE**

SECOND: **DUFFY**

June 25, 2019
Regular Meeting
Resolution 19-65

RE: **Adopting the Fiscal Year 2021– Fiscal Year 2025 Capital Improvement Plan**

ACTION: **APPROVED: Ayes: 6; Nays: 0**

The City of Fredericksburg City Council desires to have a six year Capital Improvement Plan (CIP) covering Fiscal Year (FY) 2020 through FY 2025. The City Manager's proposed budget included recommendations for the FY 2020 – FY 2025 CIP. City Council has reviewed the CIP. As part of the FY 2020 budget process, City Council authorized and appropriated funds for the FY 2020 CIP capital projects.

Therefore, the City Council resolves that the following be adopted as the FY 2021 – FY 2025 CIP.

FY 2020 - FY 2025 Capital Improvements Plan

General Government	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	CIP Total
School - Capital Fund	1,193,000	817,000	753,000	850,000	781,000	872,000	5,266,000
School - Bond Funded Capital	-	1,000,000	5,612,000	-	5,300,000	-	11,912,000
Public Works Capital Fund	7,156,300	48,459,550	4,603,000	2,888,000	4,314,000	1,570,500	68,991,350
Public Facilities Capital	2,985,000	1,561,200	3,197,000	1,417,500	1,236,500	3,110,000	13,507,200
Public Safety Capital	1,210,000	3,315,000	13,640,000	1,320,000	1,910,000	1,100,000	22,495,000
Courts Capital	-	-	519,000	-	-	-	519,000
TOTAL	**$12,544,300**	**$55,152,750**	**$28,324,000**	**$ 6,475,500**	**$ 13,541,500**	**$ 6,652,500**	**$ 122,690,550**
Utilities	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**CIP Total**
Water	1,141,300	2,902,800	5,693,400	8,304,300	1,150,000	800,000	19,991,800
Wastewater	8,706,200	18,788,000	15,657,000	12,312,000	11,915,000	8,351,000	75,729,200
TOTAL	**$ 9,847,500**	**$21,690,800**	**$21,350,400**	**$20,616,300**	**$13,065,000**	**$ 9,151,000**	**$ 95,721,000**

The City Council further resolves that the FY 2021-FY 2025 CIP represents a plan, but does not constitute an appropriation of funds by the City Council. The City Council expects and anticipates that future plans shall be amended and revised as conditions warrant.

Votes:
Ayes: Withers, Devine, Duffy, Frye, Graham, Kelly
Nays: None
Absent from Vote: Greenlaw
Absent from Meeting: Greenlaw

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Clerk's Certificate

I certify that I am Clerk of Council of the City of Fredericksburg, Virginia, and that the foregoing is a true copy of Resolution No. 19-65, adopted at a meeting of the City Council held June 25, 2019 at which a quorum was present and voted.

Tonya B. Lacey, CMC
Clerk of Council

CITY · OF · FREDERICKSBURG · VIRGINIA ·
1728 ·

Final Report

Of Progress and Action
On City Council Priorities 2016 to 2018

Sharing Our Past, Embracing the Future

The people of Fredericksburg are building a 21st century urban center on the foundation of this historic city at the fall line of the Rappahannock River. Fredericksburg is the hub of regional economic activity, a city with a multicultural population and thriving cultural scene, a place that works for everyone, a community where the people are writing the next chapters of Fredericksburg's history.

Dear City Council, (Residents, Business Owners, Visitors),

This Final Report of Council Priorities 2016-2018 offers a summary of work accomplished since March, 2017 when the Fredericksburg City Council formally adopted its *2036 Vision Statement, Desired Future States* and its associated 35 Priorities. We are very proud to report that this work demonstrates aggressive efforts to accomplish a high majority of these Priorities while managing increasing daily workloads.

Staff has delivered five quarterly updates to Council, all of which were subsequently posted in City Hall and on the City's website at www.fredericksburgva.gov/councilpriorities. This work has been tracked and reported out as a percentage of completion for each priority.

This report is not meant to be understood as a precise or exact measure of reporting but more as a high level gauge of progress on Priorities. It should also be noted that Priorities are meant to be read in conjunction with their respective "sub task" assignments. Priority #16, for example, states *Work with VRE, VDRPT, and CSX on long term redevelopment of the train station* and staff states that that work is 84% accomplished. That does NOT mean that we are 84% done on redevelopment but instead have accomplished most of the near-term sub tasks associated with that Priority. Sub tasks over time are meant to achieve "redevelopment."

Staff is pleased to report that work on the 35 Priorities has achieved 64% completion in the first two years of this three-year work plan. Council will continue to adopt a three-year plan every two years at their biennial offsite planning meeting with a promised two-year check in and restart. Under this prescribed path the work plan is never 100% complete, but is always progressing as Council priorities (and our environment) evolve to accomplish the 2036 Vision.

Staff remains committed to advancing on Council direction to live our great City's unlimited potential. Among other things, that means we go the extra mile to ensure that residents, business owners, and visitors are always heard and cared for in the very best possible manner our resources can accomplish. We are committed to that approach everyday with every interaction and I encourage you to tell me when we miss that mark!

We hope you enjoy this report, and see firsthand the advancements we are making on your behalf.

Best regards,

Timothy J. Baroody
City Manager

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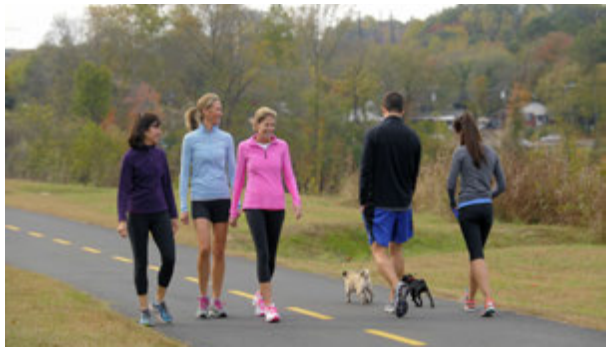


Two Year Task Work

64%

complete

GOAL 72% COMPLETE

EMPLOYMENT EPICENTER

***Priority #1:** Make business attraction the focus of economic development and bring family- sustaining careers to the City, utilizing a revamped incentive approach and other appropriate tools.*

Tasks

1. Hire a City Manager with economic development experience.
2. Hire a new Economic Development Director and a new Business Development Manager.
3. Redesign Economic Development website as part of overall marketing plan.
4. Begin attending at least 12 networking events and get in front of C-Suite executives in the DC market.
5. Begin holding quarterly economic development breakfasts and encourage attendance from outside the region.
6. Align strategic plans of Economic Development and Tourism, City Council, and EDA and work with EDA on action items. EDA and City Council adopt joint Strategic Plan.
7. Work with VEDP, FRA, Go Virginia, VTC on business recruitment, with engagement at least monthly.
8. Revamp incentive program to ensure alignment with City and EDA goals, Include making whole City part of tourism and tech zone program.
9. Create Fredericksburg Opportunity Fund.
10. Develop and promote partner business support offerings, expand EagleWorks and join QuIC (Quantico Innovation Center).

Priority #1

94%

Complete

Key Progress

- Hired a business development manager and shifted around resources to create a hybrid full-time position with a focus on both economic development and tourism.
- Redesigned FredericksburgVA.com, launched a new companion blog and created a popular weekly newsletter called Fred Focus to keep the community informed about business and event activity.
- Actively attended business networking events and met regularly with prospects.
- Recruited the Potomac Nationals and a multi-purpose stadium in Celebrate Virginia South.
- Initiated the rezoning of the Hylton property and advanced significantly on plans for the development with an eye toward recruiting the nation's largest Veterans Affairs outpatient clinic.
- Crafted a consolidated joint economic development strategic plan that was endorsed by City Council and the EDA.
- Began the process of revamping the City's incentive program. Final to be brought to Council in Fall 2018.
- Created and funded the Fredericksburg Economic Development Opportunity Fund.
- Facilitated agreements with developers of major projects including Liberty Place and the National Bank Building.
- Launched a new economic development-focused advertising campaign.
- Helped facilitate Fredericksburg's inclusion in the federal Opportunity Zone program.
- Working with UMW to expand EagleWorks and with public schools on workforce development.
- Helped facilitate 1,000 net new jobs in Fredericksburg 2016 to 2018 (VEC).

GOAL 72% COMPLETE

EMPLOYMENT EPICENTER

Priority #2 *Complete the Small Area Plans over the next three fiscal years (2017-2019), including the acquisition of outside expertise as required.*

Tasks

1. Hire consultant for Small Area Plans 3 and 6.
2. Consultant conducts and presents study for Phase I (Areas 3 and 6) for input from the Public, Planning Commission and City Council on Comprehensive Plan, UDO Amend ments and capital projects list.
3. Based on Consultant Work Product for Phase I, draft, initiate and present amendments to Comprehensive Plan, UDO and establish project list for incorporation into CIP.
4. Seek City Council approval for funding consulting for Phases II, III and IV.
5. Hire Consultant for remaining phases.
6. Consultant conducts study for Phase II (Area 7) to include gathering input at meetings with the Public, Planning Commission and City Council.
7. Based on Consultant Work Product for Phase II, draft, initiate and present amendments on Comprehensive Plan, UDO and establish capital projects list for incorporation into CIP.
8. Consultant conducts study for Phase III (Areas 1, 2 and 4) to include gathering input at meetings with the Public, Planning Commission and City Council.
9. Based on Consultant Work Product for Phase III, draft, initiate and present amendments on Comprehensive Plan, UDO and establish capital projects list for incorporation into CIP.
10. Consultant conducts study for Phase IV (Areas 5,8,9 and 10) to include gathering input at meetings with the Public, Planning Commission and City Council.
11. Based on Consultant Work Product for Phase IV, draft, initiate and present amendments.

Key Progress

- Hired consultant (Streetsense) for Small Area Plans 3 and 6 (June 2016).
- Consultant studies for Areas 3 and 6 were presented and input received from the Public, Planning Commission, and City Council (April 2017) on Comprehensive Plan, UDO Amendments, and capital projects list.
- For Area 3: Amendments to Comprehensive Plan were adopted by Council (March 2018); Amendments to the UDO initiated by Council (September 2018).
- For Area 6: Amendments to Comprehensive Plan were drafted and initiated by Council (September 2018).
- City Council approved funding consulting for Phases II [Area 7], III [Area 1, 2, and 4], and IV [Areas 5, 8, 9, and 10] (May 2017).
- Consultant (Streetsense) hired for remaining phases (June 2018).
- Consultant conducting study for Phase II [Area 7] to include gathering input at meetings with the Public, Planning Commission and City Council [July - October 2018].

Priority #2

31%

Complete

GOAL 72% COMPLETE

EMPLOYMENT EPICENTER

Priority #3: *(a) Better manage parking supply while working to increase supply over time. (b) Establish a loop ridership bus/street car style that addresses commuter and resident needs.*

Tasks

(a) Manage parking supply

1. Build Partner Coalition, procure consultant services (EDA, Main Street, UMW, Council).
2. Compile base statistics on land use, parking inventory, parking enforcement, hold public engagement meetings and survey to seek community input.
3. Present findings, action plan, and recommendations to Council.
4. Create budget for recommended initiatives and seek funding.
5. Implement initiatives that do not require major funding.
6. Implement initiatives that require capital funding commitments (for 2019).

(b) Loop service

1. Identify potential routes/stops/schedules and costs (capital and operating).
2. Determine funding sources.
3. Submit budget request (capital and operating).
4. Apply for State and Federal funding.
5. Hire additional drivers, supervisor, and procure vans and buses.
6. Advertise new route.
7. Pilot for one year to determine long term feasibility.
8. Determine feasibility of expansion and keep or remove route.

Key Progress:

- Extended hours for two hour parking have been established in the Historic Downtown and new signs installed.
- Parking for City employees who work downtown has been moved into the Sophia Street Parking Garage.
- A pilot program is underway to move juror parking to the Sophia Street Parking Garage.
- Residential Permit Parking Zones have been established in College Heights and College Terrace.
- The Parking Advisory Committee is expected to turn its attention to the recommendation in the Parking Action Plan to established paid on-street parking in the Historic Downtown.
- Experimented this past summer with a free downtown shuttle service that provided a 20-minute trolley loop around downtown on Friday and Saturday evenings between Memorial Day and Labor Day. Shuttle stops placed strategically near downtown parking lots as well as the garage .
- There were a total of 1,786 riders, or an average of 74 per night/19 per hour. Usage increased as the summer went on.
- EDT staff and City Manager discussing ways to improve upon service next summer and fund via private sponsorship dollars.

Priority #3a

78%

Priority #3b

65%

Complete

GOAL 72% COMPLETE

EMPLOYMENT EPICENTER

Priority #4 *Create a top tier tourism effort.*

Tasks

1. Research alternative models and best practices from other communities.
2. Hold a regional forum and information panel.
3. Follow-up up with stakeholder groups for more specific dialogue.
4. Create a plan for formal engagement led by a newly created City Manager's Tourism Advisory Council.
5. Facilitate the Advisory Board's exploration and research.
6. Present the Advisory Board's findings and recommendations to Council and the Community from engagement led by a newly created City Manager's Tourism Advisory Council.

Priority #4

88%

Complete

Key Progress

- Held a regional forum and informational panel featuring well-known tourism leaders from throughout the state. More than 100 people attended.
- Facilitated the creation and six-month strategic work of the Tourism Advisory Council to study the region's tourism efforts. Presented the findings to Council.
- One of the Advisory Council's recommendations was to hire a firm to analyze our tourism operation and make strategic recommendations. Preliminary steps have occurred to facilitate that, and the study is expected to be finalized by Spring 2019 in advance of a vote on whether to extend the regional tourism MOU for another three years.
- Made continual improvements to the Visitor Center.
- Attracted and retained many groups, meetings and visitors.
- Helped increase the City's tax base via tourism-related spending:
  (1) Revenue per Available Room (RevPAR) and Occupancy Rate in City hotels up 3.3 percent and 2.7 percent through August 2018 year-over-year, according to STR.
  (2) Tourism spending in City rose 5.3 percent in 2017 to $186.6 million, according to Virginia Tourism Corporation. Up 46 percent in past decade.
  (3) Meals tax revenue = $11.7 million in FY18, up 4.6 percent year-over-year and in excess of budget.
- Grew our social media presence significantly on various channels.
- Attracted many new events to the City and created one of our own – Slide FXBG.
- Hired a new firm (Meridian Group) to assist our regional tourism marketing efforts.
- Earned media coverage in a wide variety of publications.
- Helped facilitate a variety of new downtown tours – on foot and pedi-cycle.

GOAL 56% COMPLETE

BUILDING COMMUNITY THROUGH CULTURAL VIBRANCY

Priority #5: *Identify a venue and funding sources for a performing arts center - Bridge cultures together with the expansion of events.*

Tasks

1. Meet with Dr. Paino at the University of Mary Washington to begin discussions on facilities access for performing arts and other possible collaborations.
2. Assist the Fredericksburg Arts Commission in completing a performing arts venue inventory.
3. Define size, scope, operating costs, potential for private partnerships, survey needs for potential project.
4. Explore potential of a Memorandum of Understanding (MOU) to allow community access to existing campus facilities such as Klein Theater, Dodd Auditorium, and Pollard.
5. Meet with City Schools to discuss the use of facilities at JMHS and Walker-Grant Center and update MOU with schools.
6. Present recommendations to Council.

Priority #5

49%

Complete

Key Progress

- Meet regularly with Dr. Paino. Will meet in October to review UMW Master Plan, which includes a new performing arts center.
- Worked with Arts Commission to complete citywide venue inventory.
- Talking to schools about potential MOU for shared use of space.
- Worked with downtown library to include renovation monies in FY2020 for renovation/ expansion of existing performing arts space to accomplish venue of 200+ capacity.

GOAL 56% COMPLETE

BUILDING COMMUNITY THROUGH CULTURAL VIBRANCY

Priority #6: *Attract a regional multipurpose outdoor and recreational venue that would be financially advantageous to the City.*

Tasks

1. Develop an incentive package that outlines the City's perspective on attracting and incentivizing a private sector multipurpose outdoor recreational venue so that serious recruiting efforts can commence.

2. Present package to Council for approval.

3. Identify other niche sport opportunities that could locate in the city such as a ropes course, roller/ice hockey rink, or mountain bike, etc.

Priority #6

84%

Complete

Key Progress

- Recruited the Potomac Nationals to the City and spent many hours working out all facets of the agreement to create a multi-purpose stadium in Celebrate Virginia South. Deal now pending final approval.
- Finalized an MOU with the Washington Capitals on a new outdoor roller-hockey rink at Dixon Park, engineering and design underway.

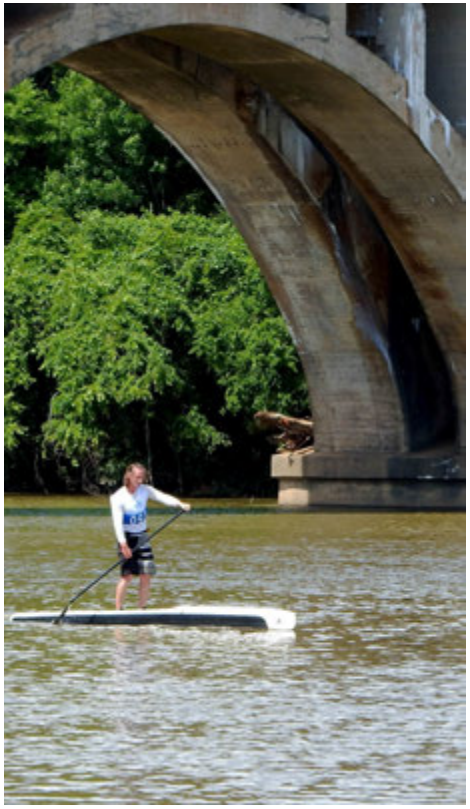
GOAL 56% COMPLETE

BUILDING COMMUNITY THROUGH CULTURAL VIBRANCY

Priority #7: *Build the Riverfront Park, incorporating the recommendations from the parking action plan as appropriate.*

Tasks

1. Identify and resolve critical issues (ex. Archeological) prior to initiation of final design (i.e. parking, restrooms and undergrounding utilities). Look for funding opportunities, such as grants.
2. Review Parking Action Plan Report and in corporate findings and recommendations into directives to Riverfront Park design consultant.
3. Authorize consultant to proceed with the final design.
4. Complete final design, engineering cost estimate, build document, obtain necessary permits.
5. Review/accept final design.
6. Issue bonds for Riverfront Park construction (Council action required).
7. Advertise for construction bids.
8. Award construction contract.
9. Construction Period.



Key Progress

- Council and staff have performed 50% plan review (May, 2018) and 90% plan review (September, 2018).
- Next steps are:
  (1) complete construction documents;
  (2) advertise for construction bids; and
  (3) present a recommendation for contract award to City Council.
- Anticipated start of construction: late spring/early summer, 2019.
- Anticipated completion of construction: early/late spring, 2020.

Priority #7

47%

Complete

GOAL 82% COMPLETE

LEARNING IS A WAY OF LIFE

***Priority #8:** Establish a Council/School Board communication process.*

Tasks

1. Continue monthly Superintendent/Manager meetings.
2. Conduct bi-monthly meetings with Mayor/Chair/Superintendent/Manager/Staff.
3. Report/provide School Board minutes in Council packet and transmit our minutes to the School Board.
4. Report/meet two times per year with full School Board and Council focusing on reporting, plans, and budget (develop an agenda).
5. Establish an annual breakfast social/relationship building education forum.

Priority #8

100%

Complete

Key Progress

- Meetings continue monthly with Superintendent.
- School Board/Council working group established and meeting monthly, Mayor Greenlaw and Councilor Kelly assigned to group.
- Minutes being shared by both bodies.
- Bi-annual meetings with both bodies are being scheduled.

GOAL 82% COMPLETE

LEARNING IS A WAY OF LIFE

Priority #9: *Establish a memorandum of understanding (MOU) that results in a plan for future growth and alignment of schools for the next 10 years.*

Tasks

1. Update the 2014 Mosley school capacity study, including current enrollment projections.
2. Schedule a joint City Council/School Board Budget and CIP Retreat to discuss school operating and capital budget requests. Agree on more detailed/effective format for budget submission. Plan for future growth and alignment of schools.
3. Council and School Board adopt a MOU.
4. Establish communication between School Administration and City Planning Staff on residential land use applications and projected impacts on the school system (capital and operating costs.

Key Progress

- The 2014 Moseley school capacity study was updated in 2017. School enrollment has continued to increase, but at a more moderate rate than projected in the 2014 Moseley study. Staff is analyzing 2-18 September numbers now with schools.
- City Planning Staff assisted the work of the update, and will continue to communicate with FCPS on an ongoing basis on the update work.
- School enrollment trends will vary from year-to-year and will be continually monitored going forward. Current plans are to update the school capacity study every two years.
- The monthly working group for the School Board and the City Council has proven to be a good vehicle for discussing capital planning and school operating needs. A formal MOU has not been established, but the working group has established a forum to meet and discuss operating issues and capital program needs.
- The FCPS, in cooperation with the City, is currently engaged in capital planning for a potential middle school expansion, a potential high school expansion, and options for an elementary school. A report is due late 2018.

Priority #9

88%

Complete

GOAL 82% COMPLETE

LEARNING IS A WAY OF LIFE

Priority #10: *Facilitate collaborative work that will provide input about existing and future workforce needs and work with partners on curriculum to meet those needs (Clarify the role of the public schools, Explore Workforce Credentials Grant).*

Tasks

1. Open Fredericksburg Center for Advanced Technology in Fredericksburg (Germanna) with the help of an EDA grant.
2. Convene meeting to pursue community kitchen/culinary education space as a pilot program with Mary Washington Healthcare, Germanna, and City Schools.
3. Schedule a meeting and gain input from stakeholders such as independent restaurateurs.
4. Expand dual enrollment opportunities for CTE/vocational training in City Schools.

Key progress

- Had frequent meetings and facility tours with personnel from City schools and Germanna Community College on workforce/vocational training and dual enrollment programs.
- Pursued the creation of a culinary teaching kitchen in the City of Fredericksburg with Germanna and City Schools. Several promising ideas are now being pursued.
- Facilitated the creation of Germanna's FredCAT facility with an EDA grant and City funds. The facility opened in June 2017 and has since hosted numerous events, meetings and classes.
- Worked with the Bay Consortium Workforce Investment Board (BAYWIB) to re-establish the City's involvement and appointed the City's Business Development Manager as liaison.
- Worked with the UMW Small Business Development Center and private-sector partners on workforce-training programs and the expansion of EagleWorks – which has a waiting list and plans to expand within Eagle Village in the coming year.

Priority #10

49%

Complete

GOAL 82% COMPLETE

LEARNING IS A WAY OF LIFE

Priority #11: *Explore plan to collaborate regionally on high tech opportunities, including education.*

Tasks

1. Schedule a meeting with the new Executive Director at the Quantico Innovation Center.
2. Secure a position on the Board of the Quantico Innovation Center.
3. Develop partnership and seek expansion opportunities with the University of Mary Washington Small Business Development Center and EagleWorks Business Incubator.

Key Progress

- Member of Council appointed to Board.
- QIC no longer has an Executive Director. Council will consider re-engagement if QIC regains momentum.

Priority #11

100%

Complete

GOAL 58% COMPLETE

DISTINCT AND LINKED NEIGHBORHOODS

***Priority #12:** Working with neighborhoods, review the existing Pathways Plan and create a plan to enhance connectivity for isolated neighborhoods where possible, including a method of prioritization.*

Tasks

1. Identify isolated neighborhoods through Pathways Steering Committee, then identify and consult with neighborhood contacts.
2. Develop project list and anticipated timeline, with reference to Small Area Plan and Comprehensive Plan.
3. Identify funding sources for design of VCR Trail Bridge, likely to include VDOT, local, and private.
4. Develop initial cost estimates and submit for FY 2019 Budget and VDOT Funding process.
5. Prioritize project list into phases, based on the potential of the funding.
6. Develop scope of work and apply for initial phase of funding.
7. Procure and construct FY 2019 projects (dependent upon VDOT financing).

Key Progress

- City staff developed a revised Pathways Plan in-house, which City Council adopted in July 2018 (Resolution 18-57).
- A project list was included in the completed Pathways Plan. It included not only everything contained within the adopted Comprehensive Plan, but many additional projects from other studies and from citizen as well as Councilmember suggestions. The new Plan also identified related needs such as Traffic Calming, Bridge and Trail Maintenance, Pedestrian Safety, and Recreational Access projects.
- The City obtained Smart Scale funding for the VCR bridge. Work is underway to complete an RFP. An access agreement is in place with the Kingswood neighborhood to bring in materials (no permanent easement). Anticipated completion is early 2019.
- Rough estimates were developed for most of the projects, but more refined costs will be developed as funding requests are prepared for submittal.
- Two lists will be developed to prioritize projects. One list will include projects that require substantial funding, which must necessarily come from state-level sources. The other list will be more modest projects, such as street markings for shared roadways, which will come from local budgets.
- Two additional projects have received funding. The Twin Lakes-Kensington Connector has received Smart Scale funding and staff is developing an RFP for engineering services. This project consists of a multi-use pathway along Lafayette Blvd, from Twin Lakes Drive to St. Paul Street. A project for Fall Hill Avenue Sidewalks has received Highway Safety Improvement Program funding, to extend sidewalks from Carl D. Silver Boulevard to River Road.
- Two new projects submitted this year for Smart Scale funding include bicycle/pedestrian facilities as integral components. Specific projects include Gateway Boulevard, extended (between Rt. 3 and Cowan Blvd) and Lafayette Boulevard roundabouts at Kenmore Avenue and Charles Street.

Priority #12

72%

Complete

GOAL 58% COMPLETE

DISTINCT AND LINKED NEIGHBORHOODS

Priority #13: *Establish a Neighborhood Enhancement Program to enhance infrastructure in neighborhoods that will include: dedicated funding, a method of prioritizing expenditures, and communication with neighborhoods as appropriate.*

Tasks

1. Determine the types of infrastructure to be included in the program.
2. Prepare a program plan design and develop a schedule that assigns priorities for projects.
3. Request funding from Council in the FY19 CIP.

Key Progress

- The types of neighborhood infrastructure projects that can be considered for inclusion in the program have been defined and include such things as: street lights, sidewalks, and trees.
- Program information and an application form have been prepared and can be distributed to neighborhoods upon program roll-out. A matrix will be prepared prior to roll-out to assist with approving and prioritizing applications.
- Initiative funding has been programmed in FY20 and FY21 Capital Improvement Program ($100,000 each year).
- Announcement of the Neighborhood Enhancement Program is tentatively set to occur in July or August of 2019.

Priority #13

100%

Complete

GOAL 58% COMPLETE

DISTINCT AND LINKED NEIGHBORHOODS

***Priority #14:** Review and update the zoning ordinance, including examination of those ordinances that adversely affect the livability of neighborhoods.*

Tasks

1. Complete Small Area Plans, use Small Area Plan conclusions to begin evaluation of Ar ticles 3 and 4 of the UDO, revise Articles 3 and 4 to develop Code reflective of the Small Area Plans.
2. Complete technical amendments to Articles 1 and 2.
3. Complete technical amendments to Articles 5 and 8.

Key Progress

- Completed Small Area Plan 3 and draft Small Area Plan 6 are being used to propose and develop amendments to Articles 3, 4, and 5 of the UDO, to implement the polices in these Plans.
- Technical amendments to Articles 1 and 2 were completed (May 2017).
- Technical amendments to Articles 5 and 8 initiated (September 2018). Additional amendments to come.

Priority #14

26%

Complete

GOAL 58% COMPLETE

DISTINCT AND LINKED NEIGHBORHOODS

***Priority #15:** Continue to support neighborhood safety initiatives and proactive crime prevention, including expansion of community policing efforts (i.e. work with HOAs, citizen associations, and direct work with residents).*

Tasks

1. Transmit monthly single-point-of-contact report to City Council.
2. Expand community policing officer to other areas including downtown (need staff and training time).

Priority #15

88%

Complete

Key progress:

- Police Officers regularly attend neighborhood community meetings and a report is sent to the City Manager each month.
- Managing the Nightlife classes were conducted. This is education aimed at reducing crime and disorder stemming from bars and restaurants through education and follow-up inspections. This was done in conjunction with the Virginia Alcohol Beverage Control Board, the Fredericksburg Fire Marshal, and the Fredericksburg Commonwealth's Attorney Office.
- Rape Aggression Defense (RAD) classes were held at Police HQ.
- Camp Crime Fighter's, a week long summer camp for youths ages 8 to 12 was held each summer. It provides a positive police interaction and safety education for youth.
- The department has worked with the regional Seniors and Law Enforcement (SALT) Council to provide crime prevention services to seniors.
- Workplace and House of Worship safety seminars were conducted for personal safety in those locations.
- Two mobile surveillance platforms were acquired with grant funds to assist with neighborhood crime problems.
- There are plans to add a Community Policing officer to the downtown area in 2019.

GOAL 71% COMPLETE

CUTTING EDGE TRANSPORTATION SOLUTIONS

***Priority #16:** Work with VRE, VDRPT and CSX on long term redevelopment of the train station*

Tasks

1. Brief Council on State's decision to bring third rail through City, which includes plan for new station.
2. Determine impact of state plan for new station on the plan for investment on existing facilities, submit formal comments to EIS.
3. Engage stakeholders (i.e. VRE, CSX, Amtrak, property owners, VDRPT, ARB) to ensure City's interest are realized, such as high speed rail.

Key Progress

- Council has been briefed on the High Speed Rail project and supports the third track being re-established within the existing right-of-way. A third track had been in place when the two elevated tracks were established, so the physical impacts to the downtown area are limited.

- The Council has also been briefed on the potential impacts of a third track and have submitted formal comments to ensure the City's interests are addressed. These formal comments included a request that the existing viaducts be properly repaired (from above with the tracks removed), and that sound walls be erected in specified locations.

- Staff maintains a liaison with VRE and VDRPT to ensure City interests will be realized. VRE, for instance, continues to make various improvements, such as replacement of platform lighting with LED lights. Future work will include viaduct repairs at Charles and Sophia Streets, and extended platforms. VDRPT continues to finalize the Environmental Impact Statement and the related Memorandum of Understanding will include a provision to allow amendments. A potential change, for instance, could come from ongoing planning for the railroad station area by the Planning Department. Any changes to the City Comprehensive Plan will be able to be inserted into the MOU. As a consequence, implementation of High Speed Rail will be accomplished according to the City's own plans for the station area.

Priority #16

84%

Complete

GOAL 71% COMPLETE

CUTTING EDGE TRANSPORTATION SOLUTIONS

***Priority #17:** Work with VDOT and Stafford County to complete design for pedestrian improvements for Chatham Bridge.*

Tasks

1. Participate in discussion with jurisdictions to determine scope and design, ensure bike/ pedestrian connectivity.
2. Participate in VDOT initiated environmental review process.
3. Monitor VDOT environmental review process and engage CPURC when appropriate.
4. Present VDOT design to Council and community, including traffic management plan during construction, ensure robust pedestrian accommodations are included in design.

Key Progress

- The design of the new decking on the Chatham Bridge will include a bicycle/pedestrian lane, separated from traffic by a railing. This new facility will link to City sidewalks and planned bicycle routes on the Fredericksburg side and to new trails on the Stafford side.

- City staff is involved in the ongoing environmental review process. The City Manager has obtained a commitment from VDOT to include a pull-off feature on the bicycle/pedestrian lane, to allow people to pause and take photos without blocking the travel route.

- All utilities will be pulled off the Chatham Bridge and staff has been involved in facilitating that activity.

- Council has been briefed on the scope of the overall project and approved plans to close the bridge completely to facilitate the construction phase. The detour route will require upgrades to the Blue & Gray Parkway off-ramp at Dixon Street. The bicycle/pedestrian accommodations on the south (City) side of the bridge will also include crosswalks on each of the four routes.

Priority #17

90%

Complete

GOAL 71% COMPLETE

CUTTING EDGE TRANSPORTATION SOLUTIONS

Priority #18: Identify a series of small transportation projects that will qualify for funding as it becomes available (i.e. FAMPO).

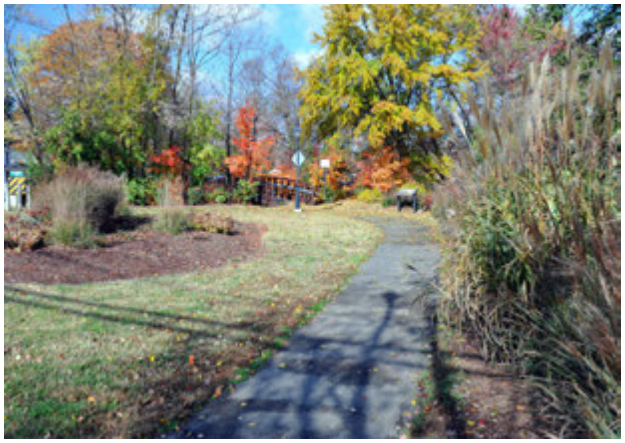
Tasks

1. Review Comprehensive Plan and Small Area Plan to identify projects (i.e. roads, trails, traffic calming, FRED, etc.), receive input if available from Pathways Committee, Planning Commission, Public Transit Advisory Board, Council and others.

2. Develop spreadsheet of identified projects.

3. Coordinate with Public Works and FRED to refine list.

4. Present list to City Manager.



Key Progress

- Comprehensive project lists have been developed from a broad range of sources.
- The staff has developed lists for many types of projects. Moving beyond the boundaries of this list, staff has also established an inter-disciplinary Transportation Planning Team to monitor transportation issues. This group meets regularly to respond to immediate concerns and needs, as well as to look at longer range issues.

Priority #18

100%

Complete

GOAL 71% COMPLETE

CUTTING EDGE TRANSPORTATION SOLUTIONS

Priority #19: *Establish a regional transportation authority.*

Tasks

1. Develop (with FAMPO staff) evaluation of benefits and costs of an authority.
2. Present results to City Council.
3. Obtain Council authorization to approach regional partners.
4. Approach partners and develop schedule for establishing an authority.

Priority #19

48%

Complete

Key Progress

- FAMPO has evaluated benefits and costs, but regional support is lacking to pursue a transportation authority.
- City efforts at the General Assembly level have also been inconclusive.

GOAL 71% COMPLETE

CUTTING EDGE TRANSPORTATION SOLUTIONS

Priority #20: *Complete gateway improvement study.*

Tasks

1. Create vision for gateways by engineering consultant, including work with EDA on the effort.
2. Generate project cost, project schedule, and submit budget request for the project.
3. Obtain City Council approval for FY2020 budget.
4. Refine project scope and procure contract services.
5. Begin constructing gateway improvements.

Priority #20

12%

Complete

Key Progress:

- Gateway improvement concepts were included in the Small Area Plans for Area 3 (Route 3/I-95 western gateway) and Area 6 (Route 1/Princess Anne northern gateway).
- Development of project details must hold pending the completion of the City's branding efforts.

GOAL 61% COMPLETE

A PROVEN LEADER IN HISTORIC PRESERVATION

***Priority #21:** Streamline the development and ARB process with stakeholders to improve clarity on what is required when bringing a new project to the City (i.e. UDO).*

Tasks

1. Establish working group to evaluate processes.
2. Update Certificate of Appropriateness Application to ensure list of required materials is clear and complete.
3. Review and initiate amendments to the UDO and Procedures Manual, including making some minor alternations in administrative approvals, GIS provide historic district information, and provide a new historic property inventory.
4. Update Historic District Handbook to reflect current City Vision and Priorities.

Key Progress

- The Historic Preservation Working Group was established (March 2018) and has held regular meetings. In addition to recommending UDO amendments regarding the ARB review process, it was also tasked to recommend updates to the Historic Preservation Plan and Historic District Handbook.
- The Certificate of Appropriateness application was updated (May 2017) to ensure list of required materials is clear and complete.
- The Working Group has recommended amendments to the UDO, including alterations in administrative review, and are under review by the City Attorney. The GIS was updated to clearly indicate which properties are in the historic district. An updated historic property inventory was completed.
- The Working Group has reviewed the Historic District Handbook and is working on a scope of work to undertake a comprehensive update.

Priority #21

54%

Complete

GOAL 61% COMPLETE

A PROVEN LEADER IN HISTORIC PRESERVATION

Priority #22: *Facilitate communication between boards and commissions and development community and planning staff to make it clear about the Council's vision and priorities.*

Tasks

1. Transmit Council Vision and 3-Year Strategic Work Plan to boards and commissions.
2. Conduct discussion of board and/or commission role in implementing Vision and Work Plan.
3. Provide quarterly updates on the Work Plan to Council and to Boards/Commissions at least yearly.

Priority #22

100%

Complete

Key Progress

- Boards and Commissions received the Council's Vision and Priorities.
- Annual joint meetings are in place for EDA and Planning Commission with Council.
- Council has received five quarterly reports on Priorities Progress. All information is posted on City website and in City Hall.
- Hosted first annual reception for boards and commissions with City Council.

GOAL 61% COMPLETE

A PROVEN LEADER IN HISTORIC PRESERVATION

***Priority #23:** Determine what to do with historic Renwick Courthouse.*

Tasks

1. Prepare Historic Structures Report.
2. Care for urgent needs based on Engineering Analysis, particularly bell tower.
3. Complete adaptive reuse feasibility study (with Fredericksburg Main Street) and hold Community Forum for Re-development Ideas, include ARB, City Council, Planning Commission, HFFI, UMW, General Public during the study work.
4. Announce RFI timetable and information session.
5. Issue a Request for Proposals for Redevelopment for the buildings.

Priority #23

31%

Complete

Key Progress

- The City is working on a study being conducted in partnership with of Fredericksburg Main Street on the economic feasibility of adaptive use of the Renwick Courthouse, the Wallace Library building and the old City Jail.
- Staff will be participating in a meeting in late October to hear preliminary conclusions/ recommendations.
- Staff expects to produce a final report and brief to be presented to the City Council in a work session prior to the end of 2018.

GOAL 61% COMPLETE

A PROVEN LEADER IN HISTORIC PRESERVATION

Priority #24: Complete the archaeology ordinance.

Tasks

1. Re-engage an archaeology working group that includes members of the development commu nity, archaeologists, and a variety of interests in the city to evaluate policy considerations and establish standard procedures, policies and guiding philosophy.

2. Submit a certified local government grant application requesting $13,000 in funding to create a probability model/historic resources sensitivity map, request $7000 in matching funds in the FY18 budget.

3. If grant is awarded, hire a consultant to create the probability model/map in coordination with the Virginia Department of Historic Resources.

4. Create a plan for storage and display of archaeological findings, including identifying partner organizations, taking inventory of existing artifacts and reports, and drafting a written resource management plan.

5. Write an archaeological ordinance that requires archaeological investigation in areas of high sensitivity for development projects of a certain scope, utilize the final probability model as the basis for site evaluation.

6. Establish procedures for applying the ordinance, map the review and approval process, draft text to include in the Procedures Manual, and consider potential economic incentives for higher levels of Investigation.

7. City Council to review and approve ordinance.

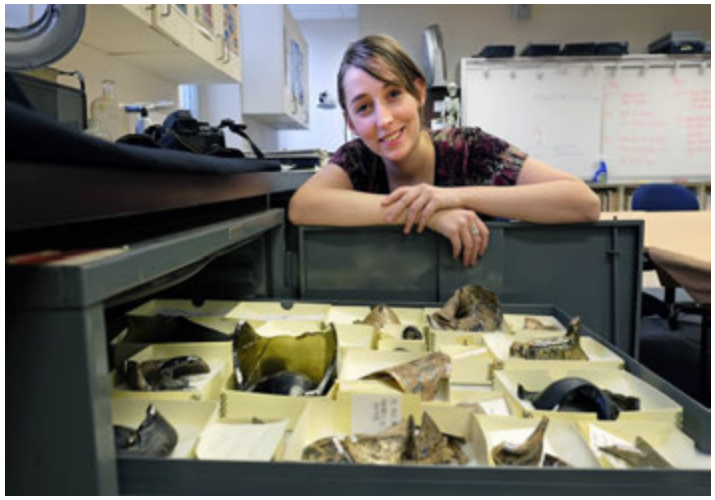
Priority #24

72%

Complete

Key Progress

- The Archaeology Working Group started regular meetings in January 2017 and has determined standard procedures, policies and guiding philosophy.
- A certified local government grant application for $17,000 (+ $7,000 in city funds) was awarded in 2017, which funded a predictive model and city-wide archeological assessment.
- A consultant (Marstel-Day) was hired to create predictive model project.
- The Working Group and staff have inventoried the city's current archaeological collection and determined that appropriate curation will be a component of an archeological ordinance.
- An archaeological ordinance was drafted by the City Attorney and is under final review by the Work Group, with Council review scheduled for January 2019. The ordinance requires archaeological investigation in areas of medium-high to high sensitivity for development projects of a certain scope, utilizing the predictive model as the basis for site evaluation.



GOAL 61% COMPLETE

A PROVEN LEADER IN HISTORIC PRESERVATION

Priority #25: *Make existing property owners aware of historic tax credit programs to incentivize owners, with a goal of restoring at least one historic building a year.*

Tasks

1. Create an informational handout about economic incentives available to Fredericksburg property owners, distribute through Economic Development and Tourism, Fredericksburg Main Street, Planning Services, and welcome letter to new owners in the historic district.
2. Re-survey properties in the National Register Fredericksburg Historic District and update the nomination in order to increase the number of buildings eligible for tax credits.
3. Include detailed information about economic incentives available to historic property owners on the City's website.
4. Track local tax credit projects and expedite ARB review for projects that meet state standards, follow up with owners of completed projects and maintain an inventory.
5. Include a review of ARB-approved and completed rehabilita- projects in the Historic District in the Planning Commission report.
6. Partner with Fredericksburg Main Street to host an annual tax credit workshop for local property owners, real estate, tax professionals, and others.

Priority #25

94%

Complete

Key Progress

- An informational handout about economic incentives available to Fredericksburg property owners was created (May 2017) and is being distributed through Economic Development and Tourism, Fredericksburg Main Street, Planning Services, and a welcome letter to new owners in the district.
- All properties in the National Register Fredericksburg Historic District have been re-surveyed and an update to the nomination is being prepared; this will increase the number of buildings eligible for tax credits.
- Detailed information about economic incentives is now available to historic property owners on the City's website.
- The ARB has determined that expedited ARB review for projects that meet state standards would not be appropriate; an inventory to track local tax credit projects has been determined to not be necessary due to a lack of such projects.
- A review of ARB-approved and completed rehabilitation projects in the Historic District has been included in the Planning Commission annual report.
- City staff has partnered with Fredericksburg Main Street to host bi-annual tax credit workshops for local property owners, real estate, tax professionals, and others.

GOAL 45% COMPLETE

CLEAN, GREEN ENVIRONMENT

***Priority #26:** Identify stormwater facilities to reduce polluted loads in accordance with the Chesapeake Bay Total Maximum Daily Load Ac-*

Tasks

1. Award on-call Environmental Geotechnical Engineering Services contract (one-year contract with 4 option years).
2. Identify projects for reductions/retrofit opportunities.
3. Complete preliminary scoping of projects (10% design) and cost estimates.
4. Apply for SLAF grants to execute FY2019 project(s).
5. Complete design and bid documents (100% design) for FY2019 project execution.
6. Advertise FY2019 Projects for construction.
7. Make budget request for FY2020 project(s) - Repeat approach.
8. Finalize Second Phase TMDL Action Plan.
9. Award projects for FY2019 construction.
10. Issue notice to proceed on FY2019 project(s).
11. Complete design and bid documents for FY2020 projects.
12. Advertise FY2020 projects for construction.
13. Award projects for FY2020 construction.
14. Apply for SLAF grant(s).
15. Make budget request for FY2020 projects - Repeat process.

Priority #26

25%

Complete

Key Progress

- Award on-call Environmental Geotechnical Engineering Services, to date contracts have been executed (July 2017) with three vendors (Timmons Group, WRA, GKY).
- Projects for reductions/retrofit opportunities have been identified, specifically:

  (1) Stormwater management Best Management Practice (BMP) retrofit assessments on City-owned properties including Hugh Mercer Elementary School, Police Station & Pond "D" (between Police Station and Great Oaks subdivision); James Monroe High School & U.S. Route 1 Right-of-Way along Fredericksburg Shopping Center; Walker Grant Middle School & Lafayette Upper Elementary School; Dixon Park; Waste Water Treatment Plant.

  (2) Completed stream restoration GIS desktop assessment on 13 stream corridors throughout the City to identify follow-up field assessments for potential projects.

  (3) Utilized results from BMP and stream assessments to compile complete list of potential projects to achieve both future phases of TMDL reductions (40% reduction and 100% re duction overall).
- Preliminary scoping and cost estimates (desk-top and field assessment) for stormwater management projects was completed. Desk-top assessment of stream restoration projects was completed.
- A Virginia Stormwater Local Assistance Fund (SLAF) grant was determined to be not appropriate this year because it is a competitive process and details regarding timing, design, and availability of considerable city funds have not been determined.
- In order to assess how improvements to the Rappahannock Canal could help meet the city's TMDL goal (and Council Priority 27), an application was made for a National Fish and Wildlife (NFWF) Small Watershed Grant – Project Technical Assistance grant to perform a comprehensive study on the Canal to provide water quality enhancements to meet TMDL obligations and to be in a position to make competitive SLAF application.
- Currently project programming is underway with on-call consultant to preliminarily scope a retrofit project for Pond "D" to compete for next year's FY 2020 SLAF grant solicitation. NFWF grant and comprehensive study (if awarded) may influence the scope of a Pond "D" retrofit based on projected Nitrogen, Phosphorus, and Sediment reductions and costs.

GOAL 45% COMPLETE

CLEAN, GREEN ENVIRONMENT

Priority #27: *Explore solutions to monitor, maintain, and improve our canal to ensure that it is healthy and attractive.*

Tasks

1. Inspect canal and prepare assessment of its condition.
2. Identify scope of work, costs, and tasks that need to be accomplished to ensure a healthy canal, including an assessment of these that can be done by volunteers.
3. Determine potential volunteer assistance and coordinate with groups for volunteer projects that enhance the condition of the canal.
4. Determine a project budget and submit for adoption in FY19 CIP.
5. Identify companies and procure services to accomplish identified tasks.
6. Perform canal clean-up.

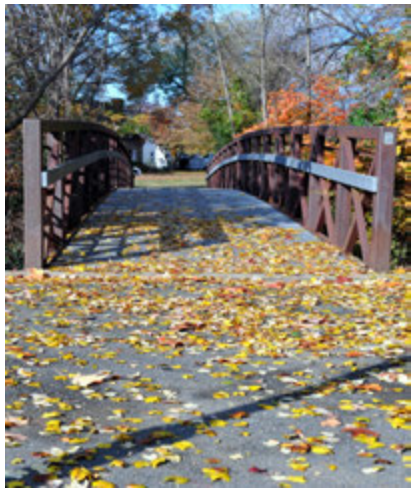
Key Progress

- Various assessments were conducted in 2016 -2017 of the following canal-related items:
  - Canal aeration system (pumps and piping)
  - Canal water quality
  - Trees and vegetation along canal banks
  - Canal sluice gates at Princess Anne Street
  - Rappahannock River intake pump
  - Mosquito activity
- Repairs have been performed on the canal aeration system (pumps and piping), canal sluice gates, and river intake pump.
- $422,000 has been planned in the FY19 – 24 CIP for continued cleaning of canal banks and repair/replacement of aeration system pumps and piping to promote better water quality. Bank cleaning is scheduled to be accomplished annually, in phases, along the entire canal.
- Mosquito trapping and testing was performed in 2017 by consultants, and the results indicated that the canal was not a significant source for mosquito breeding due to fish and other aquatic life in the canal.
- Companies have been identified for assistance with water quality, aeration system, vegetation cleaning, canal sluice gates, and the river intake.
- Volunteer cleanups have been coordinated with Friends of the Rappahannock each year, and the City is developing a Memorandum of Agreement with FOR for future volunteer canal cleanups. MOU's for volunteer assistance with other organizations will be explored as opportunities arise.

Priority #27

88%

Complete



GOAL 45% COMPLETE

CLEAN, GREEN ENVIRONMENT

***Priority #28:** Expand recycling and composting in the City, including requirements for recycling in City offices, schools, and at events.*

Tasks

1. Initiate meeting (or use established meeting) with stakeholders to discuss the Council's interest in the expansion of recycling and composting and determine who and how these initiatives will be addressed.
2. Perform inventory of city offices to determine need for additional recycling bins.
3. Initiate discussions with UMW/City Schools staff to determine opportunities and issues associated with recycling.
4. Develop and publish flyer on composting, identifying opportunities and resources.
5. Provide recycling containers and initiate periodic servicing on containers in the City and school facilities.
6. Investigate adding Recycling and Waste Reduction Plan to Special Event Permits.

Priority #28

85%

Complete

Key Progress

- City offices were surveyed in 2017 to confirm availability of recycling containers for all offices, and new containers were provided as needed. Containers are monitored and serviced weekly.
- City staff and R-Board staff have held meetings with City Schools to assist with promoting and expanding recycling collections in City Schools.
- A regional meeting was facilitated through the UMW CLEAR program in August 2018 to discuss composting. Staff and elected officials from surrounding localities met to discuss current composting programs and opportunities to expand composting in the future.
- Public Works developed new flyers/brochures for residential recycling and backyard composting.
- Special Event applications have been modified to encourage coordinators to include Best Management Practice opportunities for recycling at events. City sponsored events include recycling and promotional materials.
- The Heritage Trail and Canal Trail systems now include recycling containers at strategic locations and a new "Trash Grabber" program has been instituted to help reduce litter along the trail areas.

GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

***Priority #29:** Create more focus on broadband to be the fastest City in Virginia for broadband.*

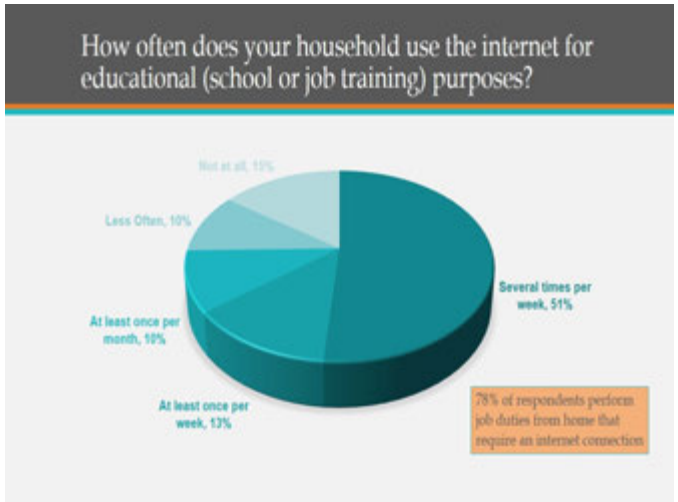
Tasks

1. Identify current broadband needs/availability (CIT).
2. Prepare report for Council on options for expanded broadband.
3. Take proposal to Council, seek approval and funding.
4. If funded, implement solution.
5. Report results of project to Council.

Priority #29

46%

Complete



Key Progress

- Team 29 developed a regulatory framework for review of wireless communication facilities. The proposed framework will consolidate review authority, encourage co-location of facilities on existing structures, provide for the location of new structures in the public rights of way, and encourage the roll-out of advanced broadband capabilities.
- Ordinances (O17-29 and 017-30) to implement SB1282, which promotes the deployment of wireless broadband infrastructure on private property and in the public rights of way were adopted by Council on October 24, 2017.
- Team 29 released both a Residential and Business Broadband Survey in 2018 and presented results to City Council at an August 14, 2018 Work Session. Summary findings are:

  Coverage – Most of City is covered by at least one provider.
  Citizens/Businesses Satisfied but competition needed to improve price and speed.
  Reliability of internet services – concern for businesses.
  Growing demand for broadband (education/training).
  Much of the attention and $ is on rural (un/under-served areas).
  Competition/Speed/Cost – let's not get left out, City would like to bring in High Tech Industry.
  Every locality needs a plan for Broadband.

- Team 29 is currently collaborating with CIT (Center for Innovative Technology) to determine next steps for the City with regard to the development of an in-depth Broadband Action Plan.

GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

***Priority #30:** Complete the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system.*

Tasks

1. Complete current evaluation of sanitary sewer systems in the downtown and adjoining neighborhoods.
2. Estimate funding for scope of work as identified by evaluation and include in CIP proposal.
3. Seek City Council funding approval in the FY19 CIP.
4. Procure PPEA contractor for design and construction for improvements and complete.
5. Repeat process for the following Fiscal Year.

Key Progress

- Strategic areas of the City's water and sewer system have been studied and system improvements have been developed and prioritized.

- A PPEA program with W.C. Spratt was approved in June 2018 and work is either underway or will soon be underway on the following projects:
  - Lower Caroline Street sanitary sewer replacement (underway)
  - Upper Caroline Street sanitary sewer replacement (2019)
  - College Terrace sanitary sewer system improvements (2018-19)
  - Greenbrier water main replacement (2019)
  - William Street-College Terrace storm drain improvement (2019)
  - Upper Lafayette-National Park sewer main design and permitting (underway)

- The listed projects are included in the FY 2019 capital budget, and are included in a proposed bond issuance for the City scheduled for late calendar 2018.

Priority #30

75%

Complete

GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

***Priority #31:** Explore and implement a strategy to invest in community programs that reduce incarceration.*

Tasks

1. Establish a working group of DSS, Court, Sheriff, Jail, Police, Schools, Office on Youth to explore this issue and to develop solutions.

2. Revisit ICE inmate decision at Jail Authority level; present to the Rappahannock Regional Jail Authority Board.

3. Identify and recommend evidence based best practices/program improvements (e.g. family court, drug court, community corrections, gun give back, Midnight Madness) with a goal of reducing incarceration.

4. Identify and document current resources and organizations and use data to create an inventory of resources that are available to reduce criminal activity and incarceration.

5. Identify community programs/ initiatives that address heroin/ opiates problem (i.e. RACSB funding request).

Key Progress

- FY 2018 City Inmate Days increased from FY 2017 to 108,057, lower than 2013-2016, but in line with the average of those years of 111,830.
- Although a new working group was not formally established, the staff continues to meet with the Rappahannock Community Criminal Justice Board, which includes staff from the Jail, regional judges and Commonwealth's Attorneys, the Office on Youth, RACSB, the public defender's office, and others to explore various issues related to community corrections. The Board meets quarterly.
- The proposal to revisit the decision to no longer house immigration detainees at the Rappahannock Regional Jail was considered, but there was limited interest and the proposal did not go forward.
- The City funded the request from RACSB during FY 2019 for additional resources, which included funding related to combating opioid abuse.
- There are several other initiatives, funded directly or otherwise supported by the City, which could directly or indirectly impact community corrections.
- Continued successful Midnight Madness and gun buy back programs.

Priority #31

35%

Complete

GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

Priority #32: *Implement the "One-Dig" program.*

Tasks

1. Review VDOT procedures and compare and document work hours.
2. Convene a meeting with Public Works, Public Utilities, Columbia Gas, Dominion Virginia Power, Verizon, IT and others as necessary to develop a SOP and communications plan.
3. Identify any legislative changes that might be permitted by State law and may be wise to do or franchise.

Key Progress

- The Public Works department revised the City's Utility Permit application in 2017 to include information that would be relevant to strategic One-Dig projects.
- Both, Public Works and IT departments are now working together to review utility permit applications involving installation or modification of underground utilities, to determine if One-Dig opportunities exist, and effect strategies with respective utilities for undertaking them.
- Amendments to City Code were adopted by City Council in 2017 to provide guidelines and requirements for utility installations within the City's rights of way, and address One-Dig efforts.

Priority #32

100%

Complete

GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

***Priority #33:** Work with stakeholders and GWRC on establishing regional housing and homeless plan.*

Tasks

1. Establish regional working group at GWRC that includes representation from Planning District 16 jurisdictions and non-profit stakeholders (jurisdiction leader/administration heavy), work with FAAR to undertake Housing Stock Assessment.
2. Define target populations and outline need for two tiered, regional housing plan effort to serve no income/low income and workforce households.
3. Identify options/solutions based on successful best practices in other jurisdictions.
4. Identify funding sources.
5. Identify and engage organizations to implement and manage proposed programs.

Priority #33

69%

Complete

Key Progress

- Engaged GWRC and developed a plan/budget to end unsheltered homeless population.
- Plan taken to GWRC and Planning District 16 localities where good dialogue occurred.
- Ultimately City could only attract Mary Washington Healthcare as an early partner so a small 2019 pilot project was funded and initiated.
- Efforts on developing an RFP for affordable housing should be completed this fall.
- Grant opportunities with VHDA are being pursued.

GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

Priority #34: *Implement new ERP Software.*

Tasks

1. Contract with consultant for requirements gathering/RFP development.
2. Hold staff town hall meeting(s) to communicate project goals, timeline and to share roles/ responsibilities for City staff, includes opportunities for questions.
3. Conduct End User Web Survey to support needs assessment.
4. Consultant/IT will conduct interviews with staff to gather requirements and to document current and future desired processes.
5. Review and update Project Charter.
6. On-site Business Process Diagramming.
7. JRP Work Session - RFP Development.
8. Consultant/IT develops RFP based upon gathered requirements.
9. Seek budget approval for 3 phases in FY18, FY19 and FY20.
10. Hire IT Business Analyst to implement/support ERP.
11. Release RFP.
12. Conduct vendor demos and make short list selection.
13. Conduct onsite visits to see vendor products in other localities.
14. Select vendor and secure contract.
15. Begin Phased Implementation Phase I - Core Financials.
16. Conduct Bond Issuance.
17. Implement and Monitor Phase I.

Priority #34

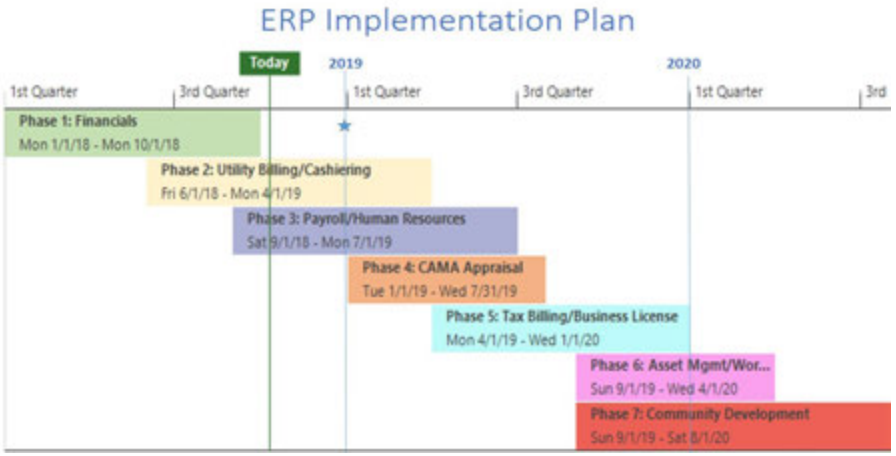
81%

Complete

Key Progress

- Following a comprehensive RFP development and vendor selection process involving all City staff, and key personnel from City Schools and Social Services, a contract with Tyler Technologies was awarded on 1/16/18.
  - Phase One – Financials – Start January, 2018; Target Live January 7, 2019 (*with Schools*)
  - Phase Two – Utility Billing – Start June, 2018; Target Live April 1, 2019
  - Phase Three – Payroll and HR – Start Sept, 2018; Target Live July 1, 2019 (*with Schools*)
  - Phase Four – CAMA Appraisal – Start January 2019; Target Live July 1, 2019
  - Phase Five – Tax Billing (include Business License) – Start April, 2019; Target Live January 1, 2020
  - Phase Six – Asset Management and Work Orders – Start Sept, 2019; Target Live April 1, 2020
  - Phase Seven – Community Development, Permits, Code Enforcement, Inspections – Start Sept, 2019; Target Live August 1, 2020
- The Core Financials Team consisting of School and City key decision makers has finalized the Chart of Accounts for the new system.
- Tyler is onsite approximately 3 days bi-weekly to work hand in hand with the Core Financials Team finalizing the configuration of the Tyler Munis system.
- System acceptance testing is scheduled to begin 10/22/2018. End user training is scheduled to begin December 2018.
- Phase 2 – Utility Billing has started and the detailed implementation schedule for this phase has been finalized. Tyler has begun meeting on site with the Utility Billing Team (2-3 days monthly) to compare current state to future states. The Phase 2 project team is currently reviewing and validating data for conversion.

  Phase 3 – Payroll and HR – Tyler has assigned a Project Manager for Phase 3 and the detailed implementation schedule for this phase is currently being developed with City and School staff.



GOAL 68% COMPLETE

PUBLIC SERVICES: THE BACKBONE OF OUR COMMUNITY

***Priority #35:** Explore potential police and fire service expansion.*

Tasks

Fire

1. Complete a needs assessment with a consultant to look at fire station location, response, and staffing for Fire Services.
2. Review results and make recommendations based on study for fire station location(s) and staffing to Council.
3. Develop design and include life cycle costs for new fire station (either additional or replace existing).
4. Incorporate construction costs in future CIP, including bond issuance.
5. City Council approval for CIP Request - Fire Station.

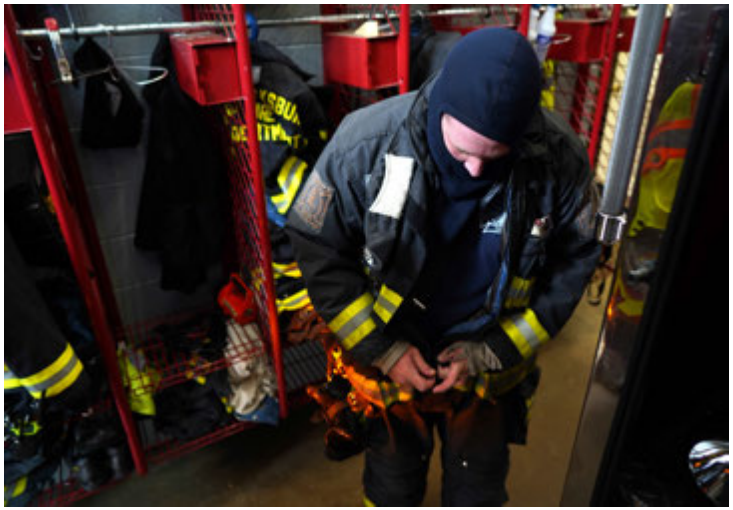
Police

1. Conduct a police staffing study to be completed by consultant looking at police staffing for patrol services .
2. Address identified staffing needs in City Manager's Proposed Budget.

Priority #35

95%

Complete



Key progress

Fire

- A needs assessment of Fire Services was completed by Manitou, Inc. and a final report was presented to Council on February 13, 2018.
- Request was made and approved by Council in FY '19 budget for three (3) EMS positions. Those personnel will be hired and start on January 1, 2019. Additional personnel for staffing a 3rd Engine Company and another Chief Officer will be requested in future budgets.
- Fire Chief, Deputy Fire Chief and Asst. City Manager have reviewed site location for new station along Cowan Blvd. They have worked with engineering firm to test footprint of new station on site.
- Costs for construction and equipment for new station have been included and will be updated in future CIP submissions.
- Bond money has been approved for A & E money for new fire station.
- City Council will be asked to approve CIP Request for funds for new station in future budgets.

Police

- A police staffing study was completed.
- A new police officer positon was added in the FY 19 budget effective January 1, 2019.
- Additional positons will be requested in future budgets.

Mary Katherine Greenlaw, Mayor
William C. Withers, Jr., Vice Mayor, Ward 2
Jason N. Graham, Ward 1
Timothy P. Duffy, Ph.D., Ward 3
Charlie L. Frye, Jr., Ward 4
Kerry P. Devine, At-Large
Matthew J. Kelly, At-Large

October 2018