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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. Programs include: Document Preparation and Review, Legislative Services, and Legal Advice.

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

### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 Objectives

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

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

### Fiscal Year 2017 Goal

- Provide legislative services to City Council and City staff.

### Fiscal Year 2017 Objectives

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

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

### Fiscal Year 2017 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 2017 Objectives**

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

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	200,019	210,170	210,170	211,875	214,640	216,810	1.01%
Fringe Benefits	74,502	89,972	89,972	78,641	88,315	82,659	-6.40%
Purchased Services	95,112	45,000	45,000	34,705	45,000	45,000	0.00%
Util, Comm, Rentals, Etc.	841	1,950	1,950	703	1,950	900	-53.85%
Travel & Training	3,180	3,550	3,550	4,228	3,550	4,100	15.49%
Other Non-Personal	241	300	300	808	300	500	66.67%
Dues & Memberships	1,130	1,100	1,100	1,425	1,100	1,100	0.00%
Materials & Supplies	4,850	15,700	15,700	14,683	15,700	15,520	-1.15%
<b>Total Expenditures</b>	<b>\$ 379,876</b>	<b>\$ 367,742</b>	<b>\$ 367,742</b>	<b>\$ 347,068</b>	<b>\$ 370,555</b>	<b>\$ 366,589</b>	<b>-1.07%</b>
<b>Full - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

**Significant Program Highlights**

- The decline in Fringe Benefits is related to the decrease in the VRS rate.
- Although items within various budget lines may have changed, there are no significant changes to the overall budget.

## 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.

### Fiscal Year 2017 Goal

- Monitor the progress on the two-year goals and initiatives work plan which reflects that vision and guides decision-making at all levels of City government.

### Fiscal Year 2017 Objectives

- Adopt a Budget and Capital Improvements Plan
- Work as Council Champions on assigned Goal and Initiative projects
- On-Board the new City Manager

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	-	-	36,460	36,248	-	86,000	-
Fringe Benefits	18,796	19,000	40,000	40,859	33,580	51,880	54.50%
Purchased Services	158,717	166,650	130,190	125,033	167,600	81,600	-51.31%
Util, Comm, Rentals, Etc.	803	1,800	800	872	1,700	1,700	0.00%
Travel & Training	6,653	7,900	7,900	10,227	7,500	7,500	0.00%
Dues & Memberships	13,327	13,000	13,000	13,820	13,700	13,700	0.00%
Materials & Supplies	1,123	1,500	1,500	445	2,300	2,300	0.00%
Capital Outlay	-	-	7,020	7,014	-	-	-
<b>Total Expenditures</b>	<b>\$ 199,419</b>	<b>\$ 209,850</b>	<b>\$ 236,870</b>	<b>\$ 234,518</b>	<b>\$ 226,380</b>	<b>\$ 244,680</b>	<b>8.08%</b>

### Significant Program Highlights

- The increase in Fringe Benefits is related to increases in health insurance premiums.
- Due to a required accounting change, payments to City Council are now budgeted in Salary & Wages. They were previously recorded in Purchased Services.

## 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 for various major projects and studies conducted in all facets of City business. Fiscal 2017 will represent the first fiscal year for the new City Manager.

### Fiscal Year 2017 Goal

- Manage department heads and other staff in daily work as well as in the completion of projects related to the City's Goals and Initiatives as adopted by City Council.

### Fiscal Year 2017 Objectives

- Produce a work product for all Goals and Initiatives projects with identified funding by the end of the fiscal year.
- Continue to provide overall management and support for City Departments
- Implement City Council direction on other projects, not included as part of Goals and Initiatives.

**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 2017 Goals

- Prepare the City Manager's Recommendations for the FY 2018 Operating and Capital Budgets and the upcoming five-year capital improvements plan.
- Prepare the documents for the FY 2017 and FY 2018 adopted budgets.

### Fiscal Year 2017 Objectives

- Evaluate the budget document and make necessary changes to reapply for the Distinguished Budget Award by FY 2018.
- Continue to improve mid to long range forecasting tools.
- Monitor Departments to ensure that the Turnover Credit adopted by City Council of \$200,000 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 by Agency	FY14 Actual	FY15 Actual	FY16 Estimate	FY17 Estimate
Fitch	AA+	AA+	AA+	AA+
Moody's	Aa2	Aa2	Aa2	Aa2
Standard and Poor's	AA	AA	AA	AA

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	414,639	431,250	431,250	432,593	443,595	459,710	3.63%
Fringe Benefits	173,903	181,930	181,930	188,752	174,535	184,653	5.80%
Purchased Services	31,168	36,700	29,680	18,541	36,000	36,000	0.00%
Util, Comm, Rentals, Etc.	18,999	21,000	21,000	11,070	20,700	7,200	-65.22%
Travel & Training	17,052	20,300	20,300	18,001	21,000	21,000	0.00%
Dues & Memberships	4,199	5,000	5,000	3,931	5,000	5,000	0.00%
Materials & Supplies	3,197	5,100	5,100	2,361	4,250	4,250	0.00%
Capital Outlay	1,271	-	-	1,194	-	-	-
<b>Total Expenditures</b>	<b>\$ 664,428</b>	<b>\$ 701,280</b>	<b>\$ 694,260</b>	<b>\$ 676,443</b>	<b>\$ 705,080</b>	<b>\$ 717,813</b>	<b>1.81%</b>
<b>Full - Time Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

**Significant Program Highlights**

- The increase in Salaries & Wages reflects the 2% COLA and FY 2016 mid-year adjustments.
- The increase in in Fringe Benefits is related to the increase in Salaries & Wages and higher health insurance premiums.
- The decrease in Utilities reflects cost savings from the Voice over IP telephone system upgrade.

## 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 also serves as the initial point of contact for the general public, including requests for information and requests to speak at upcoming Council meetings.

### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 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 2011	CY 2012	CY 2013	CY 2014	CY 2015
Resolutions	106	106	105	99	101
Ordinances	38	35	25	29	33

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	57,160	58,945	58,945	59,172	61,125	61,325	0.33%
Fringe Benefits	37,575	37,760	42,760	41,641	34,575	35,193	1.79%
Purchased Services	5,462	7,000	7,000	4,840	10,000	10,000	0.00%
Util, Comm, Rentals, Etc.	3,495	-	1,000	3,772	3,500	3,500	0.00%
Travel & Training	2,039	2,750	2,750	2,535	2,750	2,750	0.00%
Dues & Memberships	35	250	250	475	250	250	0.00%
Materials & Supplies	730	1,000	1,000	757	1,000	1,000	0.00%
<b>Total Expenditures</b>	<b>\$ 106,496</b>	<b>\$ 107,705</b>	<b>\$ 113,705</b>	<b>\$ 113,192</b>	<b>\$ 113,200</b>	<b>\$ 114,018</b>	<b>0.72%</b>
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

### Significant Program Highlights

- The increase in Fringe Benefits is related to higher health insurance premiums.

## 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 2017 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 2017 Objectives

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

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	416,823	457,178	480,878	448,900	488,395	496,516	1.66%
Fringe Benefits	179,012	241,985	250,455	186,072	264,070	272,204	3.08%
Purchased Services	31,025	49,100	49,100	33,323	46,500	44,500	-4.30%
Util, Comm, Rentals, Etc.	20,596	20,600	20,600	13,930	19,800	19,800	0.00%
Travel & Training	612	1,665	1,665	658	1,665	1,665	0.00%
Dues & Memberships	320	595	595	320	595	595	0.00%
Materials & Supplies	7,253	21,500	21,500	5,229	20,000	20,000	0.00%
Capital Outlay	2,160	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 657,801</b>	<b>\$ 792,622</b>	<b>\$ 824,793</b>	<b>\$ 688,432</b>	<b>\$ 841,025</b>	<b>\$ 855,280</b>	<b>24.24%</b>
<b>Revenues</b>							
Compensation Board	\$ 290,314	\$ 302,345	\$ 331,318	\$ 331,318	\$ 295,750	\$ 330,000	11.58%
<b>Total Revenue</b>	<b>\$ 290,314</b>	<b>\$ 302,345</b>	<b>\$ 331,318</b>	<b>\$ 331,318</b>	<b>\$ 295,750</b>	<b>\$ 330,000</b>	<b>11.58%</b>
<b>Percent Recovery</b>	<b>44.13%</b>	<b>38.14%</b>	<b>40.17%</b>	<b>48.13%</b>	<b>35.17%</b>	<b>38.58%</b>	<b>9.72%</b>
<b>Full - Time Positions</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	



**Significant Program Highlights**

- The increases in Salaries & Wages reflect the 2% COLA and FY 2016 mid-year adjustments.
- Increases in Fringe Benefits are related to increases in Salaries & Wages and health insurance premiums.
- The adjustments to Purchased Services reflect historic spending patterns.
- The increases in Compensation Board revenues reflect actual and expected reimbursements.

## 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 State and local code, and in doing so, serve the taxpayers with knowledge, courtesy, and respect in a manner that exceeds their expectations. The programs in this department include: Real Estate, Assessment and 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 2017 Goals

- Increase real estate record accuracy through the assessment process.
- Maintain accurate and up-to-date real estate values in the City of Fredericksburg.
- Assist property owners as necessary with any general questions, as well as specific questions about the City’s various tax relief programs.

### Fiscal Year 2017 Objectives

- Provide staff support to the Board of Equalization which will convene in the fall of 2016 and hear appeals of the results of the assessment July 1, 2016.
- Review building permits, sales listings, and transfers on a monthly basis.
- Maintain office and staff accreditation through the University of Virginia Weldon Cooper Center.

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY 2017 Projected
Building Permits	1,556	1,638	1,575	1,575
Transfers	851	783	875	875
Land Parcels	8,264	8,276	8,285	8,300
Reassessment/ New Construction	450	603		
Customer Service	3,877	3,229	3,500	3,500

**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 2017 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 2017 Objectives**

- Process multiple weekly DMV tapes for address and garage jurisdiction accuracy in order to bill and/or abate personal property taxes appropriately.
- Assess and collect all local option taxes.
- Apply delinquent collections procedures.

**Performance Measures**

<b>Personal Property Tax</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY2016 Estimated</b>	<b>FY 2017 Projected</b>
Vehicles assessed	28,254	27,603	29,000	29,500
Bus PP/M & T	2,914	3,142	3,200	3,300
Customer Service	10,882	11,144	11,000	11,000

<b>Business License Tax</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY2016 Estimated</b>	<b>FY 2017 Projected</b>
Business Licenses	3,764	3,876	3,800	3,900
Landlord Licenses	1,512	1,568	1,575	1,575
Customer Service	4,930	3,877	4,000	4,000

<b>Excise Tax</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY2016 Estimated</b>	<b>FY 2017 Projected</b>
Excise Tax Accounts	373	465	425	425
Customer Service	1,336	1,010	1,200	1,200

**Audit:** The Audit program reviews accounts and collections to ensure uniform application of and proper compliance with City tax ordinance and State Code.

**Fiscal Year 2017 Goal**

- Ensure compliance and accuracy in all tax assessments.

**Fiscal Year 2017 Objectives**

- Review tax and business information to help maintain fair and equitable taxation in the City.

**Performance Measure**

	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY 2017 Projected
Amount Assessed/Billed	\$ 384,225	\$ 489,605	\$ 350,000	\$ 350,000
Amount Paid	\$ 305,268	\$ 499,341	\$ 300,000	\$ 300,000

**Budget Summaries**

**Office of the Commissioner of the Revenue**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	588,602	609,310	609,310	605,397	632,020	636,200	0.66%
Fringe Benefits	243,684	301,915	301,915	251,267	288,665	293,765	1.77%
Purchased Services	45,359	46,500	46,500	47,454	48,950	54,550	11.44%
Util, Comm, Rentals, Etc.	15,480	16,000	16,000	16,853	14,975	14,225	-5.01%
Travel & Training	5,536	5,300	5,300	3,700	5,700	5,700	0.00%
Dues & Memberships	1,335	1,395	1,395	1,695	1,505	1,505	0.00%
Materials & Supplies	7,350	6,800	6,800	12,173	6,250	6,250	0.00%
<b>Total Expenditures</b>	<b>\$ 907,347</b>	<b>\$ 987,220</b>	<b>\$ 987,220</b>	<b>\$ 938,539</b>	<b>\$ 998,065</b>	<b>\$ 1,012,195</b>	<b>1.42%</b>
<b>Revenues</b>							
Compensation Board	\$ 131,140	\$ 133,700	\$ 148,289	\$ 148,289	\$ 132,850	135,000	1.62%
<b>Total Revenue</b>	<b>\$ 131,140</b>	<b>\$ 133,700</b>	<b>\$ 148,289</b>	<b>\$ 148,289</b>	<b>\$ 132,850</b>	<b>\$ 135,000</b>	<b>1.62%</b>
Percent Recovery	14.45%	13.54%	15.02%	15.80%	13.31%	13.34%	0.20%
<b>Full - Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	

**Board of Real Estate Assessors**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	-	7,000	207,000	-	7,000	10,000	42.86%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ 207,000</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ 10,000</b>	<b>42.86%</b>

**Equalization Board**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	-	-	-	-	-	5,500	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,500</b>	<b>-</b>

**Significant Program Highlights**

- The increase in Purchased Services is related to increases in maintenance contracts.
- The decrease in Util. Comm, Rentals, Etc reflects cost saving from the Voice over IP telephone system upgrade.

- The FY 2017 includes funding for the Equalization Board related to the new property assessments effective July 1, 2016.
- The increase in funding for the Board of Real Estate Assessors is related to the anticipation of increased activity related to the new assessment.
- The increase in Compensation Board revenues reflect actual and expected reimbursements.

## GENERAL FUND – COMMONWEALTH’S ATTORNEY

The Office of the Commonwealth’s Attorney is responsible for providing the City of Fredericksburg and the Commonwealth of Virginia with legal representation in the prosecution of criminal and serious traffic violations in the Circuit, General District and Juvenile and Domestic Relations Courts. The Commonwealth’s Attorney is also charged with prosecuting asset forfeiture matters. Legal advice is provided to all local and State law enforcement agencies and their officers investigating matters in the City of Fredericksburg.

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

In addition to prosecuting all felonies and misdemeanors in City courts, the Office of the Commonwealth’s Attorney also administers the following special programs and services: Juvenile Drug Court, Adult Drug Court, Domestic Violence Prosecution Program, Child Advocacy Center, and the Asset Forfeiture Programs. The office also house’s the Victim Witness Program and the Virginia Domestic Violence Victim Program which are funded through the City Grants Fund.

LaBravia Jenkins, the Commonwealth’s Attorney for the City, is currently serving as the President of the Virginia Association of Commonwealth’s Attorneys (VACA).

### Fiscal Year 2017 Goals

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

### Fiscal Year 2017 Objectives

- Develop strategies to maintain efficiency in criminal prosecutions with the increase in 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 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	792,885	821,969	821,969	818,161	847,585	902,305
Fringe Benefits	315,477	372,317	372,317	348,596	352,830	391,603	10.99%
Purchased Services	465	900	900	1,483	900	900	0.00%
Util, Comm, Rentals, Etc.	7,345	6,700	6,700	11,535	11,700	11,700	0.00%
Travel & Training	6,273	4,500	4,500	8,566	4,500	4,500	0.00%
Dues & Memberships	4,672	4,800	4,800	5,920	6,300	6,300	0.00%
Materials & Supplies	19,856	18,100	18,100	15,351	15,300	15,300	0.00%
Capital Outlay	241	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,147,213</b>	<b>\$ 1,229,286</b>	<b>\$ 1,229,286</b>	<b>\$ 1,209,612</b>	<b>\$ 1,239,115</b>	<b>\$ 1,332,608</b>	<b>7.55%</b>
<b>Revenues</b>							
State Revenues	\$ 603,939	\$ 603,370	\$ 603,370	\$ 608,721	\$ 609,000	\$ 635,000	4.27%
<b>Total Revenue</b>	<b>\$ 603,939</b>	<b>\$ 603,370</b>	<b>\$ 603,370</b>	<b>\$ 608,721</b>	<b>\$ 609,000</b>	<b>\$ 635,000</b>	<b>4.27%</b>
<b>Percent Recovery</b>	<b>52.64%</b>	<b>49.08%</b>	<b>49.08%</b>	<b>50.32%</b>	<b>49.15%</b>	<b>47.65%</b>	
<b>Full - Time Positions</b>							
General Fund	12	12	12	12	12	13	
City Grants Fund	2	2	2	2	2	3	

**Significant Program Highlights**

- At the beginning of FY 2016, a full-time equivalent was transferred to the Commonwealth’s Attorney’s Office from the Police Department for the Victim Advocate position. The increase in Salaries & Wages is related to the Victim Advocate position and the 2% COLA.
- The increase Fringe Benefits is related to the salary adjustments and increases in health insurance premiums for current employees and retirees.
- The FY 2017 budget request included an additional attorney position, which is not included in the Recommended Budget.
- The increase in the request for Purchased Services is the yearly maintenance contract for the Case Management System installed in FY 2016. This is included in the City Manager’s FY 2017 Recommended Budget for the Information Technology Department.
- A part-time position in the City Grants Fund for the Victim Witness Program was converted to a full-time position because additional state-aid became available. Funding the second position full-time is contingent on continued state-aid at the current level.

## GENERAL FUND - COURTS

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

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



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

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

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

### Performance Measures

	CY 2011	CY 2012	CY 2013	CY 2014	CY 2015
<b>Circuit Court</b>					
Civil Cases Commenced	717	756	832		
Criminal Cases Commenced	2,067	2,423	2,392		
Total	2,784	3,179	3,224		
Concluded Cases	1,530	2,106	2,631		
Juries Impaneled	10	13	16		
Total Defendants	681	718	706		
<b>General District Court</b>					
New Criminal	2,462	3,329	3,362	3,125	
New Traffic	10,127	8,939	8,008	6,542	
New Civil	19,392	17,087	15,758	17,690	
Total	31,981	29,355	27,128	27,357	
<b>J&amp;DR Court</b>					
Juvenile	1,505	1,498	1,389	1,584	
Domestic	1,147	1,192	1,196	1,262	
Total	2,652	2,690	2,585	2,846	



**Budget Summaries**

**Circuit Court**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	57,022	61,795	61,795	61,977	64,030	64,290	0.41%
Fringe Benefits	15,015	28,960	28,960	16,598	28,535	28,633	0.34%
Purchased Services	305	400	12,900	7,210	15,400	15,400	0.00%
Util, Comm, Rentals, Etc.	3,869	4,200	4,200	3,426	4,200	4,200	0.00%
Materials & Supplies	2,325	2,500	2,500	4,111	2,500	2,500	0.00%
<b>Total Expenditures</b>	<b>\$ 78,536</b>	<b>\$ 97,855</b>	<b>\$ 110,355</b>	<b>\$ 93,322</b>	<b>\$ 114,665</b>	<b>\$ 115,023</b>	<b>0.31%</b>

**General District Court**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	3,679	9,250	9,250	2,642	7,100	7,100	0.00%
Util, Comm, Rentals, Etc.	14,977	15,100	15,100	12,538	16,000	16,000	0.00%
Travel & Training	1,083	900	900	1,087	1,100	1,100	0.00%
Materials & Supplies	3,741	5,200	5,200	4,240	4,400	4,400	0.00%
<b>Total Expenditures</b>	<b>\$ 23,480</b>	<b>\$ 30,450</b>	<b>\$ 30,450</b>	<b>\$ 20,507</b>	<b>\$ 28,600</b>	<b>\$ 28,600</b>	<b>0.00%</b>

**Juvenile and Domestic Relations Court**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	665	2,000	2,000	1,079	2,000	2,000	0.00%
Util, Comm, Rentals, Etc.	7,942	10,500	10,500	8,243	9,100	9,100	0.00%
Travel & Training	-	500	500	-	500	500	0.00%
Dues & Memberships	450	800	800	150	600	600	0.00%
Materials & Supplies	4,202	4,000	4,000	2,895	4,200	4,200	0.00%
<b>Total Expenditures</b>	<b>\$ 13,259</b>	<b>\$ 17,800</b>	<b>\$ 17,800</b>	<b>\$ 12,367</b>	<b>\$ 16,400</b>	<b>\$ 16,400</b>	<b>0.00%</b>

**Special Magistrate Court**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	7,665	3,000	3,000	-	3,000	3,000	0.00%
<b>Total Expenditures</b>	<b>\$ 7,665</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>-</b>

**Juries**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	25,990	29,000	29,000	39,950	28,000	28,000	0.00%
Travel & Training	-	-	-	787	-	-	-
<b>Total Expenditures</b>	<b>\$ 25,990</b>	<b>\$ 29,000</b>	<b>\$ 29,000</b>	<b>\$ 40,737</b>	<b>\$ 28,000</b>	<b>\$ 28,000</b>	<b>0.00%</b>

**Court Appointed Attorney**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	6,913	13,000	13,000	7,005	12,000	12,000	0.00%
<b>Total Expenditures</b>	<b>\$ 6,913</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>	<b>\$ 7,005</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>0.00%</b>

**Significant Program Highlights**

- There are no significant program changes anticipated for FY 2017.

## GENERAL FUND – COMMUNITY PLANNING & BUILDING DEPARTMENT – BUILDING DIVISION

The mission of Building Services Division is 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. Each year, the Building Services Division issues approximately 1,600 construction permits and conducts over 8,000 building and site inspections. Programs include Building Code Enforcement, Site Plan Review, and Building Maintenance.

### Fiscal Year 2017 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 2017 Objective

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

**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 inspects construction and alterations to ensure compliance all applicable building codes.

### Performance Measures

	FY 14 Actual	FY 15 Actual	FY 16 Estimate	FY 17 Projected
Construction Inspections Performed	6,033	5,941	6,200	6,300
Construction Plans Reviewed	830	865	880	1,000
Walk-In Plan Reviews	248	239	250	250
Construction Permits Issued	1,556	1,638	1,670	1,800

**Site Plan Review:** The second is to review site plans 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 of Fredericksburg.

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

**Performance Measures**

	FY 14 Actual	FY 15 Actual	FY 16 Estimate	FY 17 Projected
Inoperative Vehicle Complaints	77	37	45	40
Building Maintenance Code Violations	266	624	500	500

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	536,746	567,285	567,285	521,184	591,165	531,105	-10.16%
Fringe Benefits	223,674	276,945	276,945	229,691	273,475	244,464	-10.61%
Purchased Services	2,986	7,000	7,000	2,453	4,250	4,550	7.06%
Util. Comm, Rentals, Etc.	6,884	11,000	11,000	7,917	10,000	9,400	-6.00%
Travel & Training	3,194	2,800	2,800	745	2,800	2,800	0.00%
Dues & Memberships	550	1,000	1,000	820	1,000	1,000	0.00%
Materials & Supplies	10,710	13,000	13,000	15,045	12,000	14,750	22.92%
Capital Outlay	144	1,000	1,000	350	23,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 784,889</b>	<b>\$ 880,030</b>	<b>\$ 880,030</b>	<b>\$ 778,205</b>	<b>\$ 917,690</b>	<b>\$ 808,069</b>	<b>-11.95%</b>
<b>Revenues</b>							
Building Permits	\$ 400,931	\$ 550,000	\$ 550,000	\$ 347,769	\$ 500,000	\$ 365,000	-27.00%
Sign Permits	\$ 7,530	\$ 10,000	\$ 10,000	\$ 4,101	\$ 10,000	\$ 10,000	0.00%
Subdivision Review Fees	\$ 16,300	\$ 20,000	\$ 20,000	\$ 38,878	\$ 20,000	\$ 15,000	-25.00%
Site Plan Review Fees	\$ 60,351	\$ 70,000	\$ 70,000	\$ 65,592	\$ 70,000	\$ 65,000	-7.14%
<b>Total Revenue</b>	<b>\$ 485,112</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 456,340</b>	<b>\$ 600,000</b>	<b>\$ 455,000</b>	<b>-24.17%</b>
<b>Percent Recovery</b>	<b>61.81%</b>	<b>73.86%</b>	<b>73.86%</b>	<b>58.64%</b>	<b>65.38%</b>	<b>56.31%</b>	<b>-3.98%</b>
<b>Full - Time Positions</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	

**Significant Program Highlights**

- The decrease in Salaries & Wages and Fringe Benefits reflects currently approved and filled staffing levels.
- The increase in Materials and Supplies is the result of the purchase of new mandatory code books, which is done on a three year cycle.
- The decrease in revenues reflects current and expected trends.

## GENERAL FUND – COMMUNITY PLANNING & BUILDING DEPARTMENT – PLANNING DIVISION

The Planning and Community Development department is responsible for overseeing and implementing the goals of the City's Comprehensive Plan and enforcement of the Zoning Ordinance 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. Programs include:

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

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

**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 2017 Goals

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

### Fiscal Year 2017 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.
- Begin work on two neighborhood area plans as funded through the City's capital budget.
- Protect the character of the City and the quality of life for residential and commercial neighborhoods by fairly enforcing the provisions of the Unified Development and Nuisance Ordinances as well as other applicable statutes.
- Provide qualifying City residents with housing assistance and public services to promote homeownership, maintain affordable housing stock, and reduce and prevent cases of homelessness.

On September 8, 2015 City Council adopted a new **Comprehensive Plan**. The plan lays out a framework for reaching the goals that envision Fredericksburg's future. [Comp Plan](#)

**Performance Measures**

<b>Application/ Permits</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Projection</b>
<b>DESIGN REVIEW (ARB / Corridor Overlay)</b>				
Certificate of Appropriateness	56	61	70	70
Corridor Design Review	1	5	4	4
<b>DEVELOPMENT REVIEW</b>				
TRC Pre-Submission Applications	45	53	60	60
Preliminary Subdivision Plat	2	2	1	1
Construction Plan (Subdivision)	0*	5	3	3
Final Subdivision Plat	13	25	25	25
Residential Lot Grading Plan	50	88	90	90
Grading Plan	0*	3	3	3
Major Site Plan	9	21	15	15
Minor Site Plan	1	7	5	5
<b>LAND USE APPLICATIONS (BZA / PC / Council)</b>				
BZA Appeal / Variance	1	1	4	4
Comprehensive Plan Compliance Review	4	3	2	2
Right-of-Way Vacation	1	1	2	2
Special Exception	2	0	4	4
Special Use Permit	14	8	10	10
UDO Text Amendment	11	9	5	5
Zoning Map Amendment (Rezoning and Proffer Amendment)	7	2	2	2
<b>Zoning</b>				
Administrative Modification	1	2	3	3
Antenna Structure	0*	0*	25	25
Certificate of Zoning Use	250	216	220	220
Certificate of Zoning Use - Waivers	75	29	30	30
Change of Non-Conforming Use	2	0	2	2
Determination / Verification Letters	30	37	100	100
Enforcement / Notices of Violation	85	199	200	200
Fences/Accessory Structures	52	84	75	75
Home Occupation	59	63	65	65
Sidewalk Café	9	19	25	25
Signs	110	103	125	125
Temporary Activity	19	20	20	20

**Budget Summaries**

**Planning**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	409,415	485,100	485,100	485,465	500,720	505,270	0.91%
Fringe Benefits	162,327	216,095	216,095	203,774	214,910	218,636	1.73%
Purchased Services	29,337	24,700	43,700	37,042	41,500	43,500	4.82%
Util, Comm, Rentals, Etc.	10,559	5,100	5,100	4,145	7,000	6,300	-10.00%
Travel & Training	7,398	5,450	5,450	7,882	6,500	5,500	-15.38%
Other Non-Personal	-	-	-	18,844	-	-	-
Dues & Memberships	1,065	1,000	2,000	1,478	2,000	2,000	0.00%
Materials & Supplies	7,830	8,100	8,100	8,322	8,900	10,900	22.47%
Joint Operations	-	-	-	-	-	-	-
Capital Outlay	1,844	-	-	796	-	-	-
Transfers	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 629,775</b>	<b>\$ 745,545</b>	<b>\$ 765,545</b>	<b>\$ 767,748</b>	<b>\$ 781,530</b>	<b>\$ 792,106</b>	<b>1.35%</b>
<b>Revenues</b>							
Rezoning Fees	\$ 5,650	\$ 1,500	\$ 1,500	\$ 6,700	\$ 4,500	\$ 1,500	-66.67%
Home Occupation Permits	5,800	6,000	6,000	6,625	6,000	5,500	-8.33%
Special Use Permits	1,770	3,500	3,500	450	3,500	5,000	42.86%
BZA Variances	1,100	1,000	1,000	1,950	1,000	2,000	100.00%
Certificates of Appropriateness	160	1,725	1,725	2,050	1,725	1,500	-13.04%
<b>Total Revenue</b>	<b>\$ 14,480</b>	<b>\$ 13,725</b>	<b>\$ 13,725</b>	<b>\$ 17,775</b>	<b>\$ 16,725</b>	<b>\$ 15,500</b>	<b>-7.32%</b>
<b>Full - Time Positions</b>							
General Fund	6	6	6	7	7	7	
City Grants*	1	1	1	1	1	1	

\*The Community Development Block Grant Planner is funded through the City Grants Fund, and administers the City's Community Development Block Grant program. This person is housed in the Planning Department.

**Boards & Commissions**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Architectural Review Board	-	\$ 2,000	\$ 2,000	\$ 570	\$ 2,000	\$ 2,000	0.00%
Board of Zoning Appeals	-	\$ 1,400	\$ 1,400	\$ 2,342	\$ 1,400	\$ 1,400	0.00%
Clean & Green Commission	\$ 954	\$ 3,000	\$ 3,000	\$ 2,452	\$ 3,000	\$ 3,000	0.00%

**Significant Program Highlights**

- In FY 2016 Council approved the hiring of a Historic Preservation Planner and Senior Stormwater Management Planner in the Stormwater Management Fund.
- The number of full-time positions in the General Fund did not change. The Senior Environmental Planner is part and the Storm Water Administrator/Environmental Planner position was moved to the newly created Storm Water Management Fund.
- Certain expenditures related to storm water management will now be funded from the Storm Water Management Fund. As a result the Planning budget request in Util., Comm, Rental, Etc and Travel & Training has been reduced.
- The maintenance and supply costs for the printer that was funded in the former Graphics Department are now included in the Planning budget. As a result, the Purchased Services and Materials & Supplies lines have increased.
- The decrease in revenues reflects current and expected trends.

## GENERAL FUND – ECONOMIC DEVELOPMENT & TOURISM

The Department of Economic Development and Tourism works to increase tax revenues to the City through business expansion, retention, and development.

Tourism development and marketing is recognized as an essential revenue generator for the City and receives emphasis beyond a traditional economic development program. Programs include:

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

### Fiscal Year 2017 Goals

- Attract and retain quality businesses in order to maintain the City's strong tax base and increase employment with the Economic Development Master Plan as a guide.
- Increase the number of businesses that choose Fredericksburg as their business location.

### Fiscal Year 2017 Objectives

- Continue implementation the Economic Development Master Plan.
- Assist in the development and redevelopment of business locations in the city.
- Assist projects that will improve the utilization of existing parking or increase the parking inventory in the downtown area.

### Performance Measures

	FY2014 Actual	FY 2015 Actual	FY2016 Estimated	FY 2017 Projected
Meals and lodgings tax revenue	\$10,902,025	\$11,445,307	\$11,325,000	\$11,795,000
Number of new business licenses issued	54	59	65	70

**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 auto service businesses.

### Fiscal Year 2017 Goal

- Promote Fredericksburg to groups, meetings, and conventions.

- Influence travel purchase decisions to the benefit of City businesses.

### Fiscal Year 2017 Objectives

- Market to the heritage tourism visitor.
- Broaden emphasis to additional interest groups including arts, culinary, outdoors and special events.
- Promote Fredericksburg to through travel trade shows, direct sales efforts and a more robust electronic marketing program.
- Improve group sales weblet.

### Performance Measures

	FY2014 Actual	FY 2015 Actual	FY2016 Estimated	FY 2017 Projected
Group & Meeting Visitation Bookings	2,053	2,150	2,350	2,400

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	517,233	550,196	550,196	549,245	569,650	568,805	-0.15%
Fringe Benefits	173,240	197,118	197,118	196,892	196,045	205,090	4.61%
Purchased Services	123,105	135,000	143,918	104,070	237,000	160,000	-32.49%
Util, Comm, Rentals, Etc.	17,182	22,550	22,550	10,906	22,550	16,550	-26.61%
Travel & Training	30,269	32,315	32,315	30,533	32,500	32,500	0.00%
Other Non-Personal	7,653	8,000	8,000	9,569	8,500	8,500	0.00%
Dues & Memberships	4,735	6,000	6,000	4,941	6,000	6,000	0.00%
Materials & Supplies	40,330	45,550	45,550	46,219	49,600	49,600	0.00%
<b>Total Expenditures</b>	<b>\$ 916,026</b>	<b>\$ 996,728</b>	<b>\$ 1,013,562</b>	<b>\$ 960,284</b>	<b>\$ 1,121,845</b>	<b>\$ 1,047,045</b>	-6.67%
<b>Revenues</b>							
Visitor Center Ticket Sales	\$ 11,870	\$ 11,000	\$ 10,000	\$ 11,837	\$ 12,000	\$ 11,000	-8.33%
Visitor Center Retail Sales	\$ 19,126	\$ 19,000	\$ 19,000	\$ 24,167	\$ 23,000	\$ 23,000	0.00%
<b>Total Revenue</b>	<b>\$ 30,996</b>	<b>\$ 30,000</b>	<b>\$ 29,000</b>	<b>\$ 36,004</b>	<b>\$ 35,000</b>	<b>\$ 34,000</b>	-2.86%
<b>Percent Recovery</b>	<b>3.38%</b>	<b>3.01%</b>	<b>2.86%</b>	<b>3.75%</b>	<b>3.12%</b>	<b>3.25%</b>	
<b>Full - Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	

### Significant Program Highlights

- The decrease in Purchased Services is related to the Economic Development Master Plan, which was funded in FY 2016. Costs associated with implementing the plan are expected to be requested in future budgets.
- The decrease in Util, Comm, Rental, Etc. is related to postage and telecommunication spending.



## GENERAL FUND - FIRE

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

**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 2017 Goals

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

### Fiscal Year 2017 Objectives

- Use training, social media and safety videos in order to increase awareness about fire prevention.
- Provide education and recertification to ensure familiarity with new processes, building materials, vehicles and medical protocols.
- Develop a work plan for architectural and engineering services needed to design Fire Station #3.

**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 to any Fredericksburg resident.

### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 Objectives

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

**Performance Measures**

<b>Fire Prevention</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Estimate</b>
Open House Attendees	500	750	750	750
Fire Safety	2,653	2,675	2,750	2,750
Social Media Likes	1880	2,678	3,025	3,025
Safety Video Views	10,000	12,600	14,333	14,333
Courses	10	8	8	8
Hours	688	625	621	621
Students	1,852	1,371	1,228	1,228

**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 a three-platoon system which provides fire suppression and medic assistance to City residents. Each platoon consists of one Battalion Chief, one Lieutenant, two Sergeants and nine Firefighters/EMTs/Paramedics.

**Fiscal Year 2017 Goals**

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

**Fiscal Year 2017 Objectives**

- Maintain or decrease average response time to calls for services
- Maintain or decrease number of mutual aid calls received.

**Performance Measure**

<b>Fire Suppression</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Estimate</b>
Calls for Service	5,311	5,568	6,237	6,410
Average Response Time (minutes)	6.6	6.4	6.3	6.3
Mutual Aid Given	235	240	192	198
Mutual Aid Received	785	771	630	604

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	2,748,405	2,803,135	2,803,135	2,879,708	2,850,920	2,899,580	1.71%
Fringe Benefits	1,317,062	1,437,040	1,437,040	1,463,775	1,406,865	1,485,341	5.58%
Purchased Services	222,635	166,750	166,750	178,905	226,850	225,900	-0.42%
Util, Comm, Rentals, Etc.	52,213	46,500	46,500	54,021	49,500	49,500	0.00%
Travel & Training	7,922	5,500	5,500	7,861	7,500	7,300	-2.67%
Dues & Memberships	1,833	1,900	1,900	2,209	1,900	1,900	0.00%
Materials & Supplies	152,502	173,750	171,983	146,819	165,325	159,075	-3.78%
Capital Outlay	77,652	174,100	184,731	169,557	104,000	70,000	-32.69%
<b>Total Expenditures</b>	<b>\$ 4,580,224</b>	<b>\$ 4,808,675</b>	<b>\$ 4,817,539</b>	<b>\$ 4,902,855</b>	<b>\$ 4,812,860</b>	<b>\$ 4,898,596</b>	<b>1.78%</b>
<b>Full - Time Positions</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	

**Significant Program Highlights**

- The increase in Fringe Benefits is related to increases in Health care premiums for current employees and retirees.

## GENERAL FUND – FIRE – EMERGENCY MEDICAL SERVICES

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 fourteen positions in the EMS Division are filled by Emergency Medical Intermediates and Emergency Medical Paramedics, which provides Advanced Life Support (ALS) medic coverage to the community. The EMS Division also employs qualified part-time personnel that are utilized when employees are sick, on vacation, training, or a vacancy exists. The EMS Division staffs two advanced life units for treatment and transport and respond to over 3,000 emergency calls from Fire Station 1 and Fire Station 2.

### Fiscal Year 2017 Goal

- The City Council has increased the number of full-time ALS medics by six since FY 2014 – from eight to fourteen. This is in response to a City Council Initiative to provide 24/7 ALS coverage through this division, which supplements our partnership with the Fredericksburg Rescue Squad for BLS (Basic Life Support) coverage during nights and weekends.
  - In January 2016, one of the two units was transitioned to 24/7 ALS coverage, which provides an FFD ALS Medic unit to the community for nights and weekends. The second unit remains in service for daytime hours, providing two FFD units during Monday-Friday. Additional personnel will be needed to transition the second unit to 24/7 coverage.

### Fiscal Year 2017 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

	FY 2013	FY 2014	FY 2015	FY 2016 (Est.)
EMS Calls	2361	2763	2820	3021

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	496,244	652,475	652,475	555,110	776,990	799,514
Fringe Benefits	227,526	305,077	305,077	255,254	365,885	403,505	10.28%
Purchased Services	47,923	60,560	60,560	72,705	72,060	72,060	0.00%
Travel & Training	1,470	2,310	2,310	2,474	2,000	2,000	0.00%
Other Non-Personal	43,404	40,000	40,000	41,927	45,000	45,000	0.00%
Materials & Supplies	75,286	83,900	85,293	87,715	97,400	97,000	-0.41%
Capital Outlay	13,892	-	-	-	12,500	15,000	20.00%
<b>Total Expenditures</b>	<b>\$ 905,746</b>	<b>\$ 1,144,322</b>	<b>\$ 1,145,715</b>	<b>\$ 1,015,185</b>	<b>\$ 1,371,835</b>	<b>\$ 1,434,079</b>	<b>4.54%</b>
<b>Full - Time Positions</b>	<b>8</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>14</b>	

**Significant Program Highlights**

- The increase in the Salary & Wages line reflects the addition of a new ALS Medic and salary increases based on personnel obtaining additional certifications.
- The budget includes funding for a new ALS Medic. The City will continue to evaluate in future cycles the addition of Medics to supplement the ALS coverage hours and respond to an increasing volume of calls.

## 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 2017 Goal

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

### Fiscal Year 2017 Objective

- Secure grant funding to update Hazmat specific equipment.

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Team Activations	4	1	4	4

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	11,479	15,000	15,000	8,110	15,000	15,000	0.00%
Fringe Benefits	1,319	-	-	1,021	-	1,648	-
Purchased Services	15,019	26,480	25,045	18,055	26,480	26,480	0.00%
Materials & Supplies	8,562	-	1,435	2,569	-	-	-
Capital Outlay	10	-	-	3,248	-	-	-
<b>Total Expenditures</b>	<b>\$ 36,388</b>	<b>\$ 41,480</b>	<b>\$ 41,480</b>	<b>\$ 33,003</b>	<b>\$ 41,480</b>	<b>\$ 43,128</b>	<b>3.97%</b>
<b>Team Activation</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	

### Significant Program Highlights

- Materials & Supplies is allocated in order to allow for the purchase of hazardous materials response supplies. The state will reimburse the City for the cost of hazardous material incident responses.
- To better categorize costs, beginning in FY 2015 it was recommended that the Hazmat overtime be directly paid out of this departmental budget to ease tracking for reimbursement and better categorize local expenditures. The FY 2017 budget includes Fringe Benefits.

## 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. One of City Council’s Goals and Initiatives for the 2015-2016 biennium was to investigate the City’s public safety radio system. Based on that investigation, joining the Stafford system was the most advantageous for the City in improving the public safety communication needs based on the following reasons:

- Best radio signal coverage.
- Provides interoperability with neighboring jurisdictions.
- Eliminates channel congestion present on current system.
- Provides opportunity to join an existing and mature radio system.
- Provides exceptional cost effectiveness by leveraging existing hardware and software already in place in Stafford County.

In FY 2016, the City appropriated capital funds to purchase the radios and equipment necessary to operate on Stafford system. It is expected to be operational by the end of FY 2016. FY 2017 will be the first full year of operations for the system. The system is managed by Fire Department staff. However, the system will be used by Police, Sheriff, EMS, Fredericksburg Rescue Squad as well as the Fire Department.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	-	-	-	-	-	285,000	-
Util, Comm, Rentals, Etc.	-	-	-	-	-	3,600	-
Capital Outlay	-	-	-	-	-	10,000	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>298,600</b>	<b>-</b>

### Significant Program Highlights

- This is the first year of operating funding for the Public Safety Radio system.
- Additional increases in the FY 2018 budget are anticipated.
  - The contract with Stafford County has a 5% per year escalation. The FY 2018 payment for the use of the system will increase to \$299,250.
  - Beginning in FY 2018, the City will need to fund a maintenance service contract estimated at \$65,000.

## GENERAL FUND - FISCAL AFFAIRS

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 Fiscal Affairs; 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 Fiscal Affairs Department.

**Accounting and Audit Preparation:** The Department of Fiscal Affairs is responsible for keeping accurate accounting records for all City financial transactions. The City Fiscal Affairs Department 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. The City’s independent auditors evaluate and report on the City’s efforts in this regard.

**Utility Billing:** The Department of Fiscal Affairs 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.

### FY 2017 Goals

- Account and Record all City Financial transactions accurately and efficiently.
- Manage the billing, customer service and account manage aspects for water, sewer and trash services.

### FY 2017 Objectives

- Produce a Comprehensive Annual Financial Report that wins a Government Finance Officer Association Award.
- Assist Treasurer’s office with financial reporting and in the procurement of banking services.
- Continue to improve tracking and data collection for utilities services.
- Reduce the total number of checks written to vendors by at least 20% through increased use of electronic transfers and purchasing cards.

	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate
GFOA Award	YES	YES	YES	YES



**Fiscal Affairs**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	437,815	452,540	452,540	418,027	517,125	512,885
Fringe Benefits	173,978	205,990	205,990	162,204	230,610	236,779	2.68%
Purchased Services	17,310	25,600	25,600	20,107	25,300	25,300	0.00%
Util, Comm, Rentals, Etc.	6,011	3,900	3,900	5,285	6,150	5,650	-8.13%
Travel & Training	512	700	700	1,315	3,000	4,000	33.33%
Dues & Memberships	2,145	1,875	1,875	1,565	2,500	3,000	20.00%
Materials & Supplies	5,869	4,850	4,850	6,770	4,700	4,700	0.00%
<b>Total Expenditures</b>	<b>\$ 643,640</b>	<b>\$ 695,455</b>	<b>\$ 695,455</b>	<b>\$ 615,593</b>	<b>\$ 789,385</b>	<b>\$ 792,314</b>	<b>0.37%</b>

Full - Time Positions							
Fiscal Affairs	7	7	7	7	8	8	
Utility Billing	2	2	2	2	2	2	

**Independent Auditor**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Purchased Services	78,789	67,250	67,250	72,490	71,150	71,150
Util, Comm, Rentals, Etc.	29	50	50	29	-	-	-
Dues & Memberships	-	800	800	-	800	800	0.00%
<b>Total Expenditures</b>	<b>\$ 78,818</b>	<b>\$ 68,100</b>	<b>\$ 68,100</b>	<b>\$ 72,519</b>	<b>\$ 71,950</b>	<b>\$ 71,950</b>	<b>0.00%</b>

**Postage Machine – City Hall**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Purchased Services	3,168	5,000	5,000	3,168	4,000	4,000
<b>Total Expenditures</b>	<b>\$ 3,168</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 3,168</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>0.00%</b>

**Copy Machine – City Hall**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Util, Comm, Rentals, Etc.	16,781	15,350	15,350	15,979	16,900	16,900
Materials & Supplies	(3,706)	3,000	3,000	2,557	3,700	3,700	0.00%
<b>Total Expenditures</b>	<b>\$ 13,075</b>	<b>\$ 18,350</b>	<b>\$ 18,350</b>	<b>\$ 18,536</b>	<b>\$ 20,600</b>	<b>\$ 20,600</b>	<b>0.00%</b>

**Significant Budgetary Highlights**

- The increases in Dues & Membership & Travel and Training are related to the procurement function. This new position was funded in FY 2016.
- The increase in Fringe Benefits is related to higher health insurance premiums.
- The decrease in Util, Comm, Rentals, Etc. reflects cost saving from the Voice over IP telephone system upgrade.

## GENERAL FUND – HUMAN RESOURCES

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

### Fiscal Year 2017 Goals

- Compete for top area talent with effective recruitment strategies and efficient recruitment processes.
- Support the talent development of our employees through professional and career development.
- Provide for a policy review of Human Resources policies to ensure that they are adequate, up-to-date, and that management and supervisory employees are well-trained and knowledgeable on them.
- Work to improve internal communications with employees.
- Conduct a Compensation and Classification Study.

### Fiscal Year 2017 Objectives

- Improve the application process for candidates to offer them the best information about an open position and a convenient way to apply.
- With the assistance of the City Attorney's Office, finalize and implement a Hiring Manual to assist the organization in the hiring process. Other policies and procedures scheduled for review and / or training include:
  - Discipline and grievance procedures
  - Family & Medical Leave Act and other leave policies.
- Improve internal communications with employees through an employee newsletter and information technology (such as the web page).
- Increase the trainings offered employees to aid in their development.
- Select and manage the consultant who will perform the Compensation and Classification Study.
- Procure health insurance administrative services.

**Performance Measures**

	FY 14 Actual	FY 15 Actual	FY 16 Estimate	FY17 Projection
Applications received	2,711	2,000	4,000	3,500
Payroll Changes Processed	1,287	1,440	1,700	1,650
Scheduled Orientations	26	33	35	26

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	188,619	195,510	195,510	192,759	200,550	201,505	0.48%
Fringe Benefits	70,258	92,450	92,450	80,858	92,845	92,552	-0.32%
Purchased Services	46,914	51,200	51,200	72,063	60,750	150,750	148.15%
Util, Comm, Rentals, Etc.	1,688	2,300	2,300	1,659	1,950	1,650	-15.38%
Travel & Training	5,362	2,750	2,750	4,959	4,800	4,800	0.00%
Dues & Memberships	889	1,000	1,000	1,010	1,000	1,000	0.00%
Materials & Supplies	4,293	4,600	4,600	3,571	4,200	4,200	0.00%
<b>Total Expenditures</b>	<b>\$ 318,022</b>	<b>\$ 349,810</b>	<b>\$ 349,810</b>	<b>\$ 356,879</b>	<b>\$ 366,095</b>	<b>\$ 456,457</b>	24.68%
<b>Full - Time Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

**Significant Program Highlights**

- The increase in Purchased Services reflects the cost of a Compensation and Classification Study to begin in FY 2017. Periodic comprehensive updates to the City's pay scale are important to maintain competitiveness and internal and external equity.
- The decrease in Util, Comm, Rentals, Etc. reflects cost savings from the Voice over IP telephone system upgrade.

## GENERAL FUND – INSURANCE

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

### FY 2017 Goal

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

### Performance Measures

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Worker’s Comp Incurred	\$1,594,053	\$631,638	\$396,329	\$198,156	\$228,735
Worker's Comp Loss Ratio	289.36	97.35	80.14	39.24	38.38
General Liability Incurred	\$176,301	\$266,811	\$379,747	\$206,696	\$207,673
General Liability Loss Ratio	29.11	42.21	50.76	27.97	25.86

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 December 2015.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	10,290	33,000	33,000	-	35,000	30,000	-14.29%
Purchased Services	-	23,000	23,000	-	25,000	35,000	40.00%
Util, Comm, Rentals, Etc.	697,233	816,990	816,990	746,208	841,700	836,000	-0.68%
<b>Total Expenditures</b>	<b>\$ 707,523</b>	<b>\$ 872,990</b>	<b>\$ 872,990</b>	<b>\$ 746,208</b>	<b>\$ 901,700</b>	<b>\$ 901,000</b>	<b>-0.08%</b>

### Significant Program Highlights

- The City uses the Insurance set of accounts to budget reserves for Unemployment Insurance and Payment of Deductibles. These amounts are transferred to other budgets throughout the year as the need arises.

## 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 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 2017 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 2017 Objectives

- Complete at least 30 projects per year for City stakeholders.
- Work with stakeholders to manage the vendor selection process, subsequent contracts, project schedule, and deliverables.
- Budget for the effective and efficient implementation and maintenance of systems at the agreed upon due date and established budget at least 85% of the time.

### Performance Measure:

	FY2014 Actual	FY 2015 Actual	FY2016 Estimated	FY 2017 Projected
Number of Projects Completed	37	45	42	44
Percent Completed On-Time	85%	89%	90%	90%
Percent Completed within Budget	93%	94%	95%	95%

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

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

### FY 2017 Goal

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

**FY 2017 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:**

	FY2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Number of Website Visits	617,458	617,458	642,400	675,900
Citizen Outreach (Fred Alert)	2,882	4,814	6,094	7,094

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

**Fiscal Year 2017 Goal**

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

**Fiscal Year 2017 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:**

	FY2014 Actual	FY 2015 Actual	FY2016 Estimated	FY 2017 Projected
Percentage of departments using GIS	81%	81%	86%	86%
GIS Website Pageviews	123,622	138,832	141,209	144,033
Pictometry Views – (output)	4,338	2,843	4,278	4,218

**Network Security:** IT designs, administers, maintains, supports and optimizes the City’s local and wide area network systems (including the new Citywide Fiber Network), servers and firewalls, 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 2017 Goals**

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

**Fiscal Year 2017 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.

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	387,413	422,030	412,749	414,874	482,405	469,970	-2.58%
Fringe Benefits	170,740	183,125	183,125	178,297	228,695	209,088	-8.57%
Purchased Services	410,319	455,250	502,310	449,423	515,250	561,250	8.93%
Util, Comm, Rentals, Etc.	55,846	53,885	55,485	55,028	58,720	53,720	-8.51%
Travel & Training	1,732	9,230	9,230	7,404	8,700	8,700	0.00%
Dues & Memberships	988	1,710	1,710	568	1,400	1,400	0.00%
Materials & Supplies	10,544	11,150	7,855	7,166	9,690	9,690	0.00%
Capital Outlay	35,607	-	1,138	1,182	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,073,189</b>	<b>\$ 1,136,380</b>	<b>\$ 1,173,602</b>	<b>\$ 1,113,942</b>	<b>\$ 1,304,860</b>	<b>\$ 1,313,818</b>	0.69%
<b>Full - Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	

**Significant Program Highlights**

- The decrease in Salaries & Wages reflects declines in projected overtime. This also impacts the Fringe Benefits line.
- The increase in Purchased Services reflects new maintenance contracts and anticipated increases in existing contracts as they are renewed.
- The decrease in Util, Comm, Rentals, Etc. is the result of the City no longer making rental payments for the AS-400. The City now owns the system which houses the City’s central financial, personnel, building permits, and inspections systems. The Enterprise Resource Planning (ERP) system that is included in the FY 2018 CIP will replace the AS-400.
- It is anticipated that the FY 2018 IT Department will include a new business analyst position to coordinate implementation and management of the ERP system.

## 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 Police Department has been awarded full accreditation by the Commission on Accreditation for Law Enforcement Agencies, and provides continuous law enforcement protection to the community.



*City of Fredericksburg police are certified to train officers in Fair and Impartial Policing.*

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

### Fiscal Year 2017 Goals

- Increase Highway Safety
- Reduce Fear and Enhance Personal Safety

### Fiscal Year 2017 Objectives

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

### Performance Measures

Highway Safety	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
All Accidents with Injury or Possible Injury	59	38	30	25
Impaired Driving Accidents	51	31	25	20
DUI	197	187	250	250
Reckless Driving	237	204	250	275
Red Light	220	241	300	325
Speeding	1,780	1,602	1,700	1750



Personal Safety	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Crime Prevention Classes/Events	15	19	25	30
Personal Safety Classes/Events	5	22	25	30
Citizen Generated Quality of Life Complaints	632	598	550	500

**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.

**Fiscal Year 2017 Goals**

- Hold Offenders to Account
- Reduce Domestic Violence Victimization

**Fiscal Year 2017 Objectives**

- Use investigative technology to meet or exceed the national clearance rate
- Utilize best practices in domestic violence response; utilize victim advocate services within agency

**Performance Measures**

Investigative Technology	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
DNA Submissions	24	26	28	30
LInX Usages (Number of Log-ins)	2,224	3,118	3,000	3,400
Field Contact Entries	274	284	290	300

City Offense Clearance Rates	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
<i>National Average Listed with each Offense Category</i>				
Robbery (28%)	46%	23%	33%	35%
Aggravated Assault (55%)	77%	78%	69%	75%
Burglary (12%)	15%	24%	30%	25%
Larceny (22%)	36%	42%	35%	40%
Motor Vehicle Theft (11%)	28%	27%	22%	25%

Domestic Violence Response	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Repeat Domestic Violence Offenders	49	41	35	30

**Support Services:** The Administrative Services Divisions 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, records retention, data entry, crime analysis and applicant processing.

**Fiscal Year 2017 Goals**

- Affirm Police Legitimacy
- Enhance Transparency

**Fiscal Year 2017 Objectives**

- Engage the community and uphold professional standards to affirm police legitimacy
- Respond to all Freedom of Information Act (FOIA) inquiries from the public in a timely manner

**Performance Measures**

Affirm Legitimacy	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Number of Sustained Complaints Against Employees	16	18	17	16
Number of Events of Non-Compliant with Use of Force Policy	2	1	0	0

Transparency	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Number of FOIA Requests Received	127	130	140	160
Number of FOIA Requests Responded	127	130	140	160

**Budget Summary**

**Police**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	4,200,668	4,446,950	4,450,994	4,525,055	4,727,465	4,641,095	-1.83%
Fringe Benefits	2,129,515	2,362,831	2,362,831	2,310,081	2,422,900	2,484,168	2.53%
Purchased Services	180,000	204,540	212,380	191,763	212,240	208,540	-1.74%
Util, Comm, Rentals, Etc.	157,753	161,400	161,400	156,289	159,000	161,875	1.81%
Travel & Training	25,918	25,115	41,115	38,189	31,615	31,615	0.00%
Other Non-Personal	1,742	2,000	2,000	599	2,000	2,500	25.00%
Dues & Memberships	5,577	5,325	5,325	5,422	5,525	5,525	0.00%
Materials & Supplies	366,724	351,735	333,538	327,746	339,035	306,485	-9.60%
Joint Operations	32,334	36,000	36,000	36,000	36,000	37,000	2.78%
Capital Outlay	302,583	210,500	222,600	251,858	206,500	220,925	6.99%
<b>Total Expenditures</b>	<b>\$ 7,402,815</b>	<b>\$ 7,806,396</b>	<b>\$ 7,828,183</b>	<b>\$ 7,843,002</b>	<b>\$ 8,142,280</b>	<b>\$ 8,099,728</b>	-0.52%
<b>Revenues</b>							
State Assistance - HB 599	\$ 814,730	\$ 778,544	\$ 778,545	\$ 754,854	\$ 755,000	\$ 780,000	3.31%
<b>Total Revenue</b>	<b>\$ 814,730</b>	<b>\$ 778,544</b>	<b>\$ 778,545</b>	<b>\$ 754,854</b>	<b>\$ 755,000</b>	<b>\$ 780,000</b>	3.31%
<b>Full - Time Positions</b>	<b>79</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>81</b>	<b>80</b>	

**Animal Control**

Expenditures	FY 2015		FY 2015		FY 2016	FY 2017	% Change
	FY 2014 Actual	Adopted	Amended	FY 2015 Actual	Adopted	Adopted	
Salaries & Wages	49,552	50,780	15,438	15,438	-	-	-
Fringe Benefits	20,888	26,745	3,796	3,793	-	-	-
Purchased Services	26,104	25,270	64,614	60,284	120,000	121,400	1.17%
Materials & Supplies	1,468	2,500	1,000	1,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 98,012</b>	<b>\$ 105,295</b>	<b>\$ 84,848</b>	<b>\$ 80,515</b>	<b>\$ 120,000</b>	<b>\$ 121,400</b>	<b>1.17%</b>

**Significant Program Highlights**

- At the beginning of FY 2016, a full-time equivalent was transferred to the Commonwealth’s Attorney’s Office from the Police Department for the Victim Advocate position.
- The decrease in Materials & Supplies is the result of anticipated fuel savings.
- The City’s share of the Criminal Justice Academy increased by \$1,000 as reflect in the Joint Operation category.
- The budget includes the purchase of six police vehicles in the Capital Outlay category.
- Capital Outlay also includes funding for new forensics software.
- The City also expects to receive a modest increase in State assistance, as shown in the revenue line.
- The City contracts with Spotsylvania County for Animal Control services and use of Animal Shelter. The increase is based on the renewal of the animal shelter contract.

## GENERAL FUND – POLICE – E911

The City of Fredericksburg provides an emergency communications center that serves as the initial point of contact for public safety calls for the City, including police, fire, and emergency medical services. The Police department operates and maintains a modern state-of-the-art public safety communications system, appropriately identified as the "Fredericksburg Emergency Communications Center." The communications center is a consolidated environment that coordinates the response efforts for Police, Fire, and Emergency Medical Services within the city limits, as well as to areas surrounding the city through mutual aid agreement. 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 certified communications personnel and provides twenty-four (24) hour, telephone access for emergency or non-emergency requests for service.

### Fiscal Year 2017 Goal

- Effectively and Efficiently Process Calls in the E911 Communications/Public Safety Answering Point (PSAP)

### Fiscal Year 2017 Objective

- Process calls as outlined in national standards

### Performance Measures

Calls Dispatched	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
% under 2 minutes*	97.0%	94.6%	96.0%	98.0%
% under 6 minutes**	80.2%	78.0%	80.0%	82.0%
Answer 95% of calls within 15 seconds	99.7%	99.7%	99.7%	99.8%
Answer 99% of calls within 40 seconds	100.0%	100.0%	100.0%	100.0%
Answer 90% of calls within 10 seconds during busy day/hour	95.2%	95.8%	97.5%	98.0%
Forward 80% to dispatch within 60 seconds***	71.5%	83.1%	86.6%	87.0%
Forward 90% to dispatch within 90 seconds****	78.0%	83.5%	94.7%	94.0%
Forward 95% to dispatch within 106 seconds***	93.5%	96.6%	96.9%	97.0%
Forward 99% to dispatch within 120 seconds****	87.8%	91.1%	94.7%	94.0%
Dispatch 90% of calls within 60 seconds (excludes cancelled)	85.9%	88.4%	89.4%	90.0%

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	756,505	752,847	752,847	789,335	777,555	815,125	4.83%
Fringe Benefits	307,190	374,133	374,133	327,090	381,750	413,438	8.30%
Purchased Services	23,466	16,840	15,694	14,688	53,385	53,385	0.00%
Util, Comm, Rentals, Etc.	61,817	64,525	64,525	61,944	33,055	33,055	0.00%
Travel & Training	6,389	6,000	6,000	5,754	6,000	6,000	0.00%
Materials & Supplies	11,204	8,750	9,777	9,543	7,950	7,950	0.00%
Capital Outlay	13,104	2,960	3,079	890	2,100	400	-80.95%
<b>Total Expenditures</b>	<b>\$ 1,179,674</b>	<b>\$ 1,226,056</b>	<b>\$ 1,226,055</b>	<b>\$ 1,209,244</b>	<b>\$ 1,261,795</b>	<b>\$ 1,329,353</b>	<b>9.93%</b>
<b>Full - Time Positions</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>17</b>	

### Significant Program Highlights

- The 2017 Budget includes the addition of a Communication Officer for the E-911 Center to assure that the Center maintains the current authorized minimum staffing levels.

*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 message, transport (extraditions), BOLO, utilities, parking, police information, police advice, funeral escorts, or self-initiated and telephonic reports as sources. All Fire/EMS events are considered emergency dispatch.*

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

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

## PARKS, RECREATION & PUBLIC FACILITIES – ADMINISTRATION

The Administration Division of the Parks, Recreation & Public Facilities Department provides the administrative basis for the overall department, with offices located in the Dorothy Hart Community Center. The Administration Division of the Parks, Recreation & Public Facilities Department also provides staff support to the City’s Recreation Commission.

### Fiscal Year 2017 Goals

- Work with the Recreation Commission, City Council, and the City Manager’s Office to continue to manage the affairs of the Parks, Recreation, and Public Facilities Department, in a way that provides quality recreational opportunities at affordable fees to the community.
- Work with the Recreation Commission, the City Council, the City Manager’s Office and others to administer the operations and maintenance of the City’s parks system and the City’s public buildings.

### Fiscal Year 2017 Objectives

- Continue to provide program information and updates to the community and program participants through the use of the City’s website, the alert system, social media, traditional catalogs and flyers, and other methods.
- Continue to provide overall management to PRPF Special Events and Special Programs, including but not limited to:
  - Christmas Parade
  - Farmer’s Market
  - Soap Box Derby
  - Heritage Festival

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	377,175	384,138	384,138	390,212	396,250	384,395	-2.99%
Fringe Benefits	142,578	153,639	153,639	156,645	151,845	148,585	-2.15%
Purchased Services	3,960	19,250	19,250	10,374	18,950	18,950	0.00%
Util, Comm, Rentals, Etc.	49,861	57,000	57,000	47,843	50,000	50,000	0.00%
Travel & Training	3,795	3,750	3,750	8,678	6,000	6,000	0.00%
Other Non-Personal	11,409	12,000	12,000	16,550	14,000	14,000	0.00%
Dues & Memberships	3,645	5,000	5,000	2,534	5,000	5,000	0.00%
Materials & Supplies	13,023	17,500	17,500	12,069	15,000	15,000	0.00%
Capital Outlay	3,739	-	-	348	-	-	-
Transfers	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 609,185</b>	<b>\$ 652,277</b>	<b>\$ 652,277</b>	<b>\$ 645,253</b>	<b>\$ 657,045</b>	<b>\$ 641,930</b>	<b>-2.30%</b>
<b>Full - Time Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	

### Significant Program Highlights

- There are no significant program changes.

## GENERAL FUND – PARKS, RECREATION & PUBLIC FACILITIES – AQUATICS

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



### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 Objective

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

### Performance Measure

Aquatics Metrics	FY 14	FY 15	FY 16	FY 17
	Actual	Actual	Projected	Projected
City Attendees	13,674	13,005	13,700	13,700
Non-City Attendees	3,151	3,588	3,600	3,700
Swimmers in Swim Lessons	325	330	340	345

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	74,081	90,000	90,000	72,917	90,000	90,000
Fringe Benefits	7,333	8,630	8,630	7,357	8,685	8,685	0.00%
Purchased Services	2,467	5,000	5,000	3,100	3,500	3,500	0.00%
Util, Comm, Rentals, Etc.	17,383	14,500	14,500	16,534	17,500	17,500	0.00%
Travel & Training	-	-	-	-	500	500	0.00%
Materials & Supplies	12,757	15,800	15,800	15,223	14,750	14,750	0.00%
Capital Outlay	2,784	8,000	10,799	34,032	7,485	8,000	6.88%
<b>Total Expenditures</b>	<b>\$ 116,805</b>	<b>\$ 141,930</b>	<b>\$ 144,729</b>	<b>\$ 149,163</b>	<b>\$ 142,420</b>	<b>\$ 142,935</b>	0.36%
<b>Revenues</b>							
Admission Fees	\$ 30,989	\$ 25,000	\$ 25,000	\$ 27,327	\$ 25,000	\$ 30,000	20.00%
Concession Revenue	979	1,500	1,500	1,000	1,000	1,000	0.00%
Program Fees	9,187	10,000	10,000	8,406	9,500	5,670	-40.32%
Donations	50,715	60,000	60,000	52,634	60,000	60,000	0.00%
<b>Total Revenue</b>	<b>\$ 91,870</b>	<b>\$ 96,500</b>	<b>\$ 96,500</b>	<b>\$ 89,367</b>	<b>\$ 95,500</b>	<b>\$ 96,670</b>	1.23%

### Significant Program Highlights

- Included in this Capital Outlay line are funds for replacing pool furniture.
- The City has received very generous support from the Sunshine Lady Foundation for this program. This support has enabled the City to allow City children free admission to the pool. The anticipated donation for FY 2017 is approximately \$60,000.



## PARKS, RECREATION & PUBLIC FACILITIES – PUBLIC FACILITIES

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

### Fiscal Year 2017 Goals

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

### Fiscal Year 2017 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.
- Oversee Public Facilities capital projects, including:
  - Old Stone Warehouse structural repairs
  - Old Mill Park restroom

### Performance Measures

	FY 14 Actual	FY 15 Actual	FY 16 Projected	FY 17 Projected
<b><u>Public Facilities</u></b>				
Buildings Maintained	31	31	32	32
Square Ft Maintained	462,295	511,175	528,219	528,219
Square Ft Cleaned	351,100	287,842	232,112	231,112
Routine Work Orders	1,250	1,256	1,300	1,350
Emergency Work Orders	203	190	200	175
<b><u>Courthouse Facilities</u></b>				
Square Ft Cleaned	-	-	93,782	93,782
Routine Work Orders	-	-	-	25
Emergency Work Orders	-	-	-	2

## Budget Summaries

### Public Facilities

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	638,068	613,120	613,120	596,099	648,665	631,990	-2.57%
Fringe Benefits	300,574	328,913	328,913	286,236	316,620	339,147	7.11%
Purchased Services	397,839	437,270	446,527	359,936	452,270	419,800	-7.18%
Util, Comm, Rentals, Etc.	457,948	548,270	548,270	441,362	528,200	555,343	5.14%
Travel & Training	2,500	3,000	3,000	(454)	4,500	4,500	0.00%
Other Non-Personal	11,031	10,800	10,800	20,799	11,000	20,900	90.00%
Dues & Memberships	45	1,600	1,600	-	1,800	1,800	0.00%
Materials & Supplies	121,237	120,000	123,070	114,769	124,500	128,125	2.91%
Capital Outlay	1,820	68,000	75,400	33,424	35,000	60,000	71.43%
<b>Total Expenditures</b>	<b>\$ 1,931,062</b>	<b>\$ 2,130,973</b>	<b>\$ 2,150,700</b>	<b>\$ 1,852,171</b>	<b>\$ 2,122,555</b>	<b>\$ 2,161,605</b>	<b>1.84%</b>
<b>Full - Time Positions</b>	<b>15</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	

### Public Facilities – Courthouse Maintenance

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	-	-	-	-	-	18,000	-
Fringe Benefits	-	-	-	-	-	1,377	-
Purchased Services	-	-	-	-	-	64,428	-
Util, Comm, Rentals, Etc.	-	-	-	-	-	61,500	-
Materials & Supplies	-	-	-	-	-	3,050	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,355</b>	<b>-</b>

### Significant Program Highlights

- The FY 2017 budget includes additional funding for part-time custodial support.
- Overall the two funds account for an 8.8% increase in the Public Facilities Maintenance Budget.
- The decrease in Maintenance Services for Public Facilities reflects that the costs for certain contracts related to court facilities have been move the Courthouse Maintenance Department.
- The increase in the Util, Comm, Rental, Etc of the Public Facilities Budget is due to the rental of a warehouse facility to house City owned vehicles and equipment, especially for the Fire Department.
- The increase in Other Non-Personal reflects condo fee and real estate taxes for Maury Commons and other private property the City uses.
- Repairs to the Old Stone Warehouse are included in the Capital Outlay category.

**Special Note** - The City financial system maintained two Special Revenue Funds that were set up to help segregate reserves for the Train Station maintenance (Regional Transportation Fund, Fund 222) and Courthouse Maintenance (Courthouse Maintenance Fund, Fund 208). The FY 2017 Budget closes these two funds and moves these expenditures into the General Fund. This is recommended to simplify the budget going forward. Courthouse Maintenance expenditures are segregated using a new account code for tracking, while train station maintenance has been combined into the main Public Facilities account.

## GENERAL FUND – PARKS, RECREATION & PUBLIC FACILITIES – PARKS MAINTENANCE

Fredericksburg Parks, Recreation and Facilities Department Division of Park Maintenance supports parks and greenspaces throughout the City. The duties of Park Maintenance include all logistical and operational support for park operations, maintenance, landscaping of parks and City facilities, event support, and marina operations. These efforts are supported by nine full-time, seventeen part time, and six seasonal employees through two programs: Park Maintenance Program and Motts Run Reservoir.

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

### Fiscal Year 2017 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.
- Continue to work on various park improvements and upgrades.

### Fiscal Year 2017 Objectives

- Ensure that staff or contractor has the proper safety training to perform the assigned work toward the standard.

### Performance Measures

Parks Maintenance	FY 14 Actual	FY 15 Actual	FY 16 Projected	FY 17 Projected
Acres of Parks	1,140	1,140	1,140	1,140
Acres of Turf Mowed	198	198	200	200
Hours of Support for Special Events	1,100	1,110	1,200	1,210
Miles of Trails	18	21.5	23.2	23.2

**Motts Run Reservoir:** The staff at the Motts Run Reservoir program operate and maintain a marina and nature center. Marina operations include a several 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.

**Performance Measures**

Motts Run Reservoir	FY 14 Actual	FY 15 Actual	FY 16 Projected	FY 17 Projected
Boat rentals	-	-	2,860	2,990
Fishing Passes Sold	-	-	2,950	3,100
Volunteer Hours in the Nature Center	-	-	310	350

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	544,405	559,185	559,185	524,405	579,105	573,514	-0.97%
Fringe Benefits	216,032	236,852	236,852	224,076	229,415	239,506	4.40%
Purchased Services	43,976	71,500	71,500	57,292	66,500	66,500	0.00%
Util, Comm, Rentals, Etc.	68,561	51,000	51,000	76,362	60,000	70,000	16.67%
Travel & Training	876	1,450	1,450	1,891	2,000	2,000	0.00%
Dues & Memberships	1,330	1,250	1,250	1,137	1,250	1,250	0.00%
Materials & Supplies	154,699	157,100	146,468	144,879	157,250	149,725	-4.79%
Capital Outlay	27,422	60,000	70,632	70,098	45,000	10,000	-77.78%
<b>Total Expenditures</b>	<b>\$ 1,057,301</b>	<b>\$ 1,138,337</b>	<b>\$ 1,138,337</b>	<b>\$ 1,100,140</b>	<b>\$ 1,140,520</b>	<b>\$ 1,112,495</b>	<b>-2.46%</b>
<b>Revenues</b>							
Marina & Landing Fees	\$ 54,752	\$ 41,500	\$ 41,500	\$ 47,642	\$ 45,000	\$ 45,000	0.00%
<b>Total Revenue</b>	<b>\$ 54,752</b>	<b>\$ 41,500</b>	<b>\$ 41,500</b>	<b>\$ 47,642</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>0.00%</b>
<b>Percent Recovery</b>	<b>5.18%</b>	<b>3.65%</b>	<b>3.65%</b>	<b>4.33%</b>	<b>3.95%</b>	<b>4.04%</b>	
<b>Full - Time Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	

**Significant Program Highlights**

- The increase in Util, Comm, Rental, Etc. reflects actual spending related to electricity and the rental of temporary restroom facilities.
- The decrease in Materials & Supplies is the result of decreased fuel costs somewhat offset by purchase of required safety gear.
- Included in the Capital Outlay line is funding for a pavilion over the raised stage area at W.L. Harris Park.
- The FY 2017 Budget includes two park improvements in the CIP. The first is the renovation of restrooms in Memorial Park and the second is the replacement of a nature trail bridge near Fall Hill Avenue.
- Revenue from Marina & Boat Landing Fees is expected to cover 68% of expenses for Motts Run Reservoir in the budget.

## GENERAL FUND – PARKS, RECREATION & PUBLIC FACILITIES – SUPERVISION

The Supervision Division of the Parks, Recreation and Public Facilities Department is the source of program and activity facilitation and provision. Special events, leisure, recreation and sports programs are the primary categories in this area. 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. 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 2017 Goal

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

### Fiscal Year 2017 Objectives

- Continue to evaluate program offerings on an ongoing basis to introduce new programs and continue successful programs, while at the same time eliminating unsuccessful offerings for the general public.
- Administer the youth and adult sports programs, leisure programs, nature and other educational programs, and similar recreation programs.
- Continue cooperative efforts with the Fredericksburg City Public Schools in a variety of ways – programs, facilities, and other ways – to enhance program offerings for the community.

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimates	FY 2017 Projected
Number of Programs	414	397	399	415
Number of Program Participants	14,177	13,966	14,000	14,200

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	315,868	357,172	357,172	334,045	365,250	363,790	-0.40%
Fringe Benefits	101,776	139,190	139,190	113,713	141,820	145,234	2.41%
Purchased Services	177,244	134,500	134,500	164,045	147,500	147,500	0.00%
Util, Comm, Rentals, Etc.	2,056	-	-	1,934	2,250	2,250	0.00%
Travel & Training	2,229	1,000	1,000	4,488	5,500	5,500	0.00%
Dues & Memberships	2,392	1,000	1,000	2,088	2,400	2,400	0.00%
Materials & Supplies	59,499	77,200	77,200	66,793	67,200	67,200	0.00%
Capital Outlay	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 661,064</b>	<b>\$ 710,061</b>	<b>\$ 710,062</b>	<b>\$ 687,106</b>	<b>\$ 731,920</b>	<b>\$ 733,874</b>	<b>0.27%</b>
<b>Revenues</b>							
Admission Fees	\$ 372,532	\$ 375,000	\$ 375,000	\$ 406,578	\$ 375,000	\$ 375,000	0.00%
<b>Total Revenue</b>	<b>\$ 372,532</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>\$ 406,578</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>0.00%</b>
<b>Percent Recovery</b>	<b>56.35%</b>	<b>52.81%</b>	<b>52.81%</b>	<b>59.17%</b>	<b>51.24%</b>	<b>51.10%</b>	
<b>Full - Time Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	

**Significant Program Highlights**

- The Midnight Madness program will continue to be supported by the PRPF Department. Funding is included in the transfer to the City Grants Fund in the amount of \$13,000 for FY 2017 to assist with program expenses.

## GENERAL FUND – PUBLIC WORKS - DRAINAGE

The four position drainage crew performs all phases of storm drainage work, including repair and cleaning of catch basins, drain ditches and storm drain lines. The crew also continues to install new design catch basin tops 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 storm water 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 2017 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 2017 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

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Debris removed from drainage infrastructures and easements (lbs.)	29,210	49,560	40,000	40,000
Sweeper collection (lbs.)	697,940	880,000	900,000	900,000

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	111,097	126,155	126,155	126,670	132,800	131,350	-1.09%
Fringe Benefits	66,459	91,315	91,315	77,606	89,490	94,037	5.08%
Purchased Services	33,617	28,000	29,000	4,443	41,000	41,000	0.00%
Util, Comm, Rentals, Etc.	5,203	4,700	4,100	1,440	4,600	1,600	-65.22%
Dues & Memberships	1,200	1,000	1,000	1,248	1,200	1,200	0.00%
Materials & Supplies	12,799	12,000	12,000	13,637	12,000	12,000	0.00%
Capital Outlay	-	9,550	14,550	12,567	-	-	-
<b>Total Expenditures</b>	<b>\$ 230,376</b>	<b>\$ 272,720</b>	<b>\$ 278,120</b>	<b>\$ 237,611</b>	<b>\$ 281,090</b>	<b>\$ 281,187</b>	<b>0.03%</b>
<b>Full - Time Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

### Significant Program Highlights

- There are no significant program changes.

## GENERAL FUND – PUBLIC WORKS – ENGINEERING & ADMINISTRATION

The function of Engineering/Administration is to provide project design, contract administration, construction supervision and inspection for various public works projects, in addition to the management of the day to day operations of the Public Works Department, including street lighting, sidewalk maintenance, street maintenance, bridge maintenance, tree maintenance, solid waste management, water and sewer utilities, wastewater treatment, storm water, watershed property management, railroad spur maintenance and landfill post-closure maintenance and monitoring. Engineering and Administration also 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. Engineering and Administration also provides support for numerous events and responds to citizen concerns regarding public works services.

### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 Objectives

- Coordinate the FY17 Asphalt-Concrete Rehabilitation Program
- Manage the implementation of FY17 requirements of Virginia MS4 permit and remain compliant with previously instituted requirements, including a comprehensive storm water facilities study

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	501,197	499,640	499,640	538,432	524,535	525,390	0.16%
Fringe Benefits	213,356	230,790	230,790	231,006	229,360	226,896	-1.07%
Purchased Services	42,720	65,850	62,894	79,702	77,850	77,850	0.00%
Util, Comm, Rentals, Etc.	8,993	10,200	10,200	8,245	10,200	7,640	-25.10%
Travel & Training	2,761	3,600	3,600	3,478	4,400	4,400	0.00%
Dues & Memberships	1,375	1,350	1,350	1,095	1,350	1,350	0.00%
Materials & Supplies	4,726	3,700	5,200	5,420	3,700	3,700	0.00%
Capital Outlay	-	-	1,456	1,469	-	-	-
<b>Total Expenditures</b>	<b>\$ 775,128</b>	<b>\$ 815,130</b>	<b>\$ 815,130</b>	<b>\$ 868,847</b>	<b>\$ 851,395</b>	<b>\$ 847,226</b>	<b>-0.49%</b>
<b>Full - Time Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	

### Significant Program Highlights

- There are no significant program changes in the recommended budget.
- The decrease in Utilities reflects cost savings from the Voice over IP telephone system upgrade.



## GENERAL FUND – PUBLIC WORKS – INDUSTRIAL RAIL SPUR

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.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	14,884	15,500	15,500	15,480	15,500	15,500	0.00%
<b>Total Expenditures</b>	<b>\$ 14,884</b>	<b>\$ 15,500</b>	<b>\$ 15,500</b>	<b>\$ 15,480</b>	<b>\$ 15,500</b>	<b>\$ 15,500</b>	<b>0.00%</b>

### Significant Program Highlights

- The FY 2017 recommended budget represents the same service level as the FY 2016 budget. The City uses surplus motor fuels taxes to help fund the rail line maintenance.

## GENERAL FUND – PUBLIC WORKS – RECYCLING COLLECTION

The two-position Recycling Crew provides a weekly curbside service for approximately 5,500 customers. Each customer is provided with a plastic recycling container that is placed at the curb on the scheduled pickup day. As neighborhoods are converted to the cart based refuse collection system, refuse customers are provided a recycling cart to replace the containers and their recyclables are collected from that point forward from the cart. Currently, the collected recyclable materials are delivered to the Rappahannock Regional Landfill in Stafford County.

### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 Objectives

- Convert the remaining phases of the modified collection plan.
- Continue to generate more interest and increase participation in recycling program.
- Continue to reduce refuse taken to the regional landfill for disposal.

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Single Stream Recycling (tons)	566	824*	900	900

*\*The significant increase in tonnage from Fiscal Year 2014 to Fiscal Year 2015 may be a result of the overall growing interest in recycling, and the R-Board's implementation of residential refuse fees.*

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	67,527	70,150	70,150	71,902	73,525	72,960	-0.77%
Fringe Benefits	47,235	43,195	43,195	52,269	47,500	49,311	3.81%
Materials & Supplies	27,644	8,880	8,880	7,935	9,000	9,000	0.00%
Capital Outlay	4,500	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 146,906</b>	<b>\$ 122,225</b>	<b>\$ 122,225</b>	<b>\$ 132,471</b>	<b>\$ 130,025</b>	<b>\$ 131,271</b>	<b>0.96%</b>
<b>Full - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

### Significant Program Highlights

- There are no major changes in the FY 2017 program budget.

## GENERAL FUND – PUBLIC WORKS – REFUSE COLLECTION

The eleven position Refuse Collection crew provides twice 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 2017 Goal

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

### Fiscal Year 2017 Objectives

- Continue to generate more interest and increase participation in recycling program.
- Continue to reduce refuse taken to the regional landfill for disposal.

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Total tons disposed (tons)	5,732	8,840	9,000	9,000
Customer accounts	3,768	3,864	4,000*	4,000*

*\*After the R Board implemented residential fees for trash disposal at the convenience centers, the City received a surge of new customers. As the City has converted neighborhoods to the wheeled cart system, the Department has seen an approximate 15% increase in refuse accounts within the three neighborhoods (College Heights, Darbytown, and Mayfield).*

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	374,831	393,050	393,050	394,769	419,825	412,475	-1.75%
Fringe Benefits	240,519	271,160	271,160	260,784	271,120	285,091	5.15%
Purchased Services	38	600	600	-	600	600	0.00%
Travel & Training	-	-	-	2,173	-	-	-
Materials & Supplies	23,526	18,930	18,930	17,856	19,750	19,750	0.00%
Capital Outlay	45,828	-	350,000	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 684,742</b>	<b>\$ 683,740</b>	<b>\$ 1,033,740</b>	<b>\$ 675,582</b>	<b>\$ 711,295</b>	<b>\$ 717,916</b>	0.93%
<b>Full - Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	

### Cost Recovery Table

Revenues from solid waste fees charged to City customers cover approximately 85% of the costs related to refuse collection, refuse disposal, and recycling collection.

Expenditures	FY 2014 Actual	FY 2015 Actual	FY 2016 Budget	FY 2017 Requested	FY 2017 Adopted	% Change
Refuse Disposal	\$ 142,557	\$ 337,450	\$ 311,350	\$ 424,150	\$ 311,350	0.00%
Refuse Collection	684,742	675,582	711,295	698,358	717,916	0.93%
Recycling Collection	146,906	132,471	130,025	129,223	131,271	0.96%
<b>Total Expenditures</b>	<b>\$ 974,205</b>	<b>\$ 1,145,503</b>	<b>\$ 1,152,670</b>	<b>\$ 1,251,731</b>	<b>\$ 1,160,537</b>	<b>0.68%</b>
<b>Revenues</b>						
Solid Waste Fees	\$ 828,049	\$ 967,732	\$ 981,650	\$ 981,650	\$ 981,650	0.00%
<b>Percent Recovery</b>	<b>85.00%</b>	<b>84.48%</b>	<b>85.16%</b>	<b>78.42%</b>	<b>84.59%</b>	

### Significant Program Highlights

- The City continues to transition to the roll-out cart system.

## GENERAL FUND – PUBLIC WORKS – REFUSE DISPOSAL

Included in the budget for Refuse Disposal are tipping fees to the R-Board which runs a landfill in Stafford County and monitoring costs for a City owned landfill which is 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 are expected to positively impact R-Board operations. Tipping fees increased significantly in FY 2015, but are expected to remain level in FY 2017.

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 2017 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 2017 Objectives**

- As reflected in an amendment to the FY 2016 adopted budget debt service funds, provide for the financing of the construction of Cell F2 at the R-Board landfill. Cell F2 will be able to handle the solid waste disposal needs of the City and Stafford County for the next eight years.
- The budget amendment does not affect the City's General Fund or Public Works Operations. The borrowed funds are provided to Stafford County as fiscal agent for the R-Board, and debt service is paid by the City for the City's share of the debt from tipping fees collected by the R-Board.
- Continue efforts of accurately tracking material and tipping weights with R-Board.

### Cool Springs Landfill (Closed)

#### **Fiscal Year 2017 Goal**

- Perform maintenance of the Cool Springs Landfill and work the R-Board Landfill staff to insure its viability as a disposal site in the future.

#### **Fiscal Year 2017 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 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	82,648	113,650	113,650	102,214	113,650	113,650	0.00%
Materials & Supplies	816	27,000	27,000	170	2,000	2,000	0.00%
Joint Operations	56,544	193,700	193,700	122,910	193,700	193,700	0.00%
<b>Total Expenditures</b>	<b>\$ 142,557</b>	<b>\$ 337,450</b>	<b>\$ 337,450</b>	<b>\$ 228,251</b>	<b>\$ 311,350</b>	<b>\$ 311,350</b>	<b>0.00%</b>

### Significant Program Highlights

- Joint Operations represents the tipping fees charged to the City by the R-Board Landfill.

## GENERAL FUND – PUBLIC WORKS – SHOP AND GARAGE

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

### Fiscal Year 2017 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 2017 Objectives

- Increase productivity by minimizing vehicle and equipment breakdowns and improve tracking by implementing a fleet management software.
- Continue fabrication and construction of new design concrete tops for catch basins.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	552,726	576,295	576,295	588,218	597,365	594,920	-0.41%
Fringe Benefits	288,491	339,755	339,755	335,871	327,625	343,286	4.78%
Purchased Services	7,364	6,640	6,640	7,673	6,700	6,700	0.00%
Util, Comm, Rentals, Etc.	41,396	43,800	43,800	40,629	41,300	41,300	0.00%
Travel & Training	1,001	2,300	2,300	1,263	2,300	2,300	0.00%
Materials & Supplies	325,624	312,850	312,850	275,723	293,300	293,300	0.00%
Capital Outlay	18,265	9,905	40,638	32,792	46,915	10,000	-78.68%
<b>Total Expenditures</b>	<b>\$ 1,234,868</b>	<b>\$ 1,291,545</b>	<b>\$ 1,322,278</b>	<b>\$ 1,282,169</b>	<b>\$ 1,315,505</b>	<b>\$ 1,291,806</b>	<b>-1.80%</b>
<b>Full - Time Positions</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	

### Significant Program Highlights

- Included in the Capital Outlay category is a cargo container to address storage needs.

## 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 2017 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.

### Fiscal Year 2017 Objectives

- Provide snow removal operations for the City of Fredericksburg.
- Continue to provide training for staff.
- Increase productivity by minimizing vehicle/equipment breakdowns.
- Apply chemical and traction products specific to storm types while considering environmental impacts.

### Performance Measures

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

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	64,377	20,810	20,810	44,776	20,000	20,000	0.00%
Fringe Benefits	7,191	2,385	2,385	5,124	2,385	3,530	48.01%
Purchased Services	52,569	50,000	50,000	29,294	50,000	50,000	0.00%
Materials & Supplies	52,248	46,000	46,000	65,500	46,000	46,000	0.00%
Capital Outlay	8,990	27,000	27,000	29,346	20,000	6,000	-70.00%
<b>Total Expenditures</b>	<b>\$ 185,375</b>	<b>\$ 146,195</b>	<b>\$ 146,195</b>	<b>\$ 174,040</b>	<b>\$ 138,385</b>	<b>\$ 125,530</b>	<b>-9.29%</b>

### Significant Program Highlights

- The increase in the Fringe Benefits line is due to recent trends in Worker’s Compensation costs within this budget.
- Included in the Capital Outlay is funding for a new snow plow. This will be used for the new dump truck included in the Street Maintenance budget.



## GENERAL FUND – PUBLIC WORKS – STREETLIGHTS

The Engineering/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 Virginia Power. Staff reviews requests for new streetlights and makes recommendations regarding these requests.

### Fiscal Year 2017 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 2017 Objectives

- Continue to maintain and provide streetlight service for the City.
- Evaluate potential savings in ornamental streetlights from new technology.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	5,250	10,000	10,000	8,479	10,000	10,000	0.00%
Util, Comm, Rentals, Etc.	372,033	375,000	375,000	376,278	380,000	385,000	1.32%
Materials & Supplies	14,195	10,000	10,000	10,024	10,000	10,000	0.00%
<b>Total Expenditures</b>	<b>\$ 391,478</b>	<b>\$ 395,000</b>	<b>\$ 395,000</b>	<b>\$ 394,781</b>	<b>\$ 400,000</b>	<b>\$ 405,000</b>	<b>1.25%</b>

### Significant Program Highlights

- The increase in Util, Comm, Rentals, Etc. reflects actual spending.
- \$50,000 is set aside in the CIP for ornamental lights in the downtown historic district.

## 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 rights-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.

### Fiscal Year 2017 Goal

- Complete the FY 2017 paving program, which is funded by a combination of local funds and state revenue sharing funds, to repave, patch or reconstruct street throughout the City.

### Fiscal Year 2017 Objectives

- Continue to improve efforts of recycling demolished concrete to divert waste from landfill
- 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

### Performance Measures

	FY 2014 Actual	FY2015 Actual	FY 2016 Projected	FY 2017 Projected
Total Yards Poured	250	189	250	250
Square Feet of New Sidewalk	10,758	13,515	10,758	10,000
Linear Feet of Curb & Gutter	404	400	404	400
Reconstruction of ADA ramps	12	10	12	10
Square feet of Driveway Apron	10	16	10	12
Reconstruction of Tree Wells	28	17	28	40
Square feet of Brick Sidewalk	3,240	1,930	2,000	2,000

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	520,718	583,950	583,950	563,241	605,620	602,420
Fringe Benefits	284,144	336,880	336,880	288,417	334,750	338,915	1.24%
Purchased Services	41,414	50,000	30,206	26,761	50,000	50,000	0.00%
Util, Comm, Rentals, Etc.	2,572	2,200	2,200	2,699	2,400	7,400	208.33%
Travel & Training	4,148	800	800	1,812	800	1,100	37.50%
Materials & Supplies	158,852	144,510	149,304	160,935	144,500	144,500	0.00%
Capital Outlay	143,243	216,800	220,526	12,245	100,000	108,000	8.00%
<b>Total Expenditures</b>	<b>\$ 1,155,090</b>	<b>\$ 1,335,140</b>	<b>\$ 1,323,866</b>	<b>\$ 1,056,110</b>	<b>\$ 1,238,070</b>	<b>\$ 1,252,335</b>	<b>1.15%</b>
<b>Full - Time Positions</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	

**Significant Program Highlights**

- Included in the Capital Outlay line is funding to replace a single axle dump truck.
- A snow plow is include in the Snow Removal budget for use with the new dump truck.

## GENERAL FUND – PUBLIC WORKS – STREET SANITATION

Activities for the twelve position Street Sanitation crew include weed and grass cutting, leaf collection, litter control, special collections, maintenance of approximately 135 public trash receptacles (serviced 3x/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 2017 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.

### Fiscal Year 2017 Objectives

- Improved right-of-way sight distances and vegetation management program with the City's purchase of a boom mower attachment for a tractor.
- 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.

### Performance Measures

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

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	419,245	445,900	457,900	436,413	446,685	444,970	-0.38%
Fringe Benefits	231,057	282,490	282,490	249,547	282,130	297,242	5.36%
Purchased Services	14,360	25,600	13,600	13,337	30,600	30,600	0.00%
Util, Comm, Rentals, Etc.	1,481	9,200	9,200	7,052	1,200	1,200	0.00%
Materials & Supplies	25,760	24,050	23,618	25,496	24,200	24,200	0.00%
Capital Outlay	14,451	29,300	379,732	23,232	18,500	111,200	501.08%
<b>Total Expenditures</b>	<b>\$ 706,354</b>	<b>\$ 816,540</b>	<b>\$ 1,166,540</b>	<b>\$ 755,077</b>	<b>\$ 803,315</b>	<b>\$ 909,412</b>	<b>13.21%</b>
<b>Full - Time Positions</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	

**Significant Program Highlights**

- The Capital Outlay line includes funding for a new municipal leaf collection machine, one ton truck with a dump body and a half ton pick-up truck.
- There are no other significant program changes.

## 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 more than 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 2017 Goals

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

### Fiscal Year 2017 Objectives

- Implement new Traffic Signal Central System and create a TOC (Traffic Operations Center) at the City Shop to effectively manage the development of an advanced traffic network.
- Purchase inventory of new traffic signal controllers, replacement components, and peripherals, and replace obsolete equipment as the budget permits. During FY 2016, traffic signal terminals and cabinets were replaced at six intersections. Four intersections received thermal detection systems to either replace faulty detection equipment or to allow the intersection to operate more efficiently in fully actuated mode. A wireless detection system was also installed at the U.S. 1 / Twin Lakes Drive intersection to allow that intersection to operate more efficiently in fully actuated mode.
- During FY 2016, the City began the process of evaluating several intersections with outdated traffic signals and light traffic volumes for possible replacement with street signs. The results of that evaluation are not yet complete, but should be available to inform the work program in either FY 2017 or FY 2018, depending upon funding requirements.

- Continue to remove and replace outdated traffic signs. During FY 2016, the Traffic Division replaced or repaired approximately 620 street signs or posts, installed approximately 420 new signs, and removed approximately 80 signs.
- Continue to provide excellent safety training and training for employees to obtain technical certifications through the International Municipal Signal Association.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	273,704	314,130	314,130	295,037	301,570	315,505	4.62%
Fringe Benefits	129,703	151,075	151,075	150,017	152,615	161,945	6.11%
Purchased Services	44,736	97,500	63,918	53,633	92,500	97,500	5.41%
Util, Comm, Rentals, Etc.	15,144	22,950	22,950	17,160	22,950	22,950	0.00%
Travel & Training	4,545	3,410	3,410	1,379	4,750	4,750	0.00%
Dues & Memberships	-	-	-	-	450	450	0.00%
Materials & Supplies	53,628	63,000	102,824	83,251	92,000	85,000	-7.61%
Capital Outlay	223,643	257,900	258,321	190,321	138,000	146,000	5.80%
<b>Total Expenditures</b>	<b>\$ 745,103</b>	<b>\$ 909,965</b>	<b>\$ 916,628</b>	<b>\$ 790,798</b>	<b>\$ 804,835</b>	<b>\$ 834,100</b>	<b>3.64%</b>
<b>Full - Time Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	

### Significant Program Highlights

- The budget includes funding in Capital Outlay for the replacement of traffic signal controller cabinets and controllers (\$111,000) and a replacement pickup truck (\$35,000).

## GENERAL FUND – PUBLIC WORKS – TREE PROGRAM

The City maintains a separate set of accounts to assist in the tracking of the street tree planting efforts of the City. Funding for the tree program was budgeted in Street Maintenance until FY 2007. City employees in the Street Maintenance division continue to 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 2017 Goal

- Continue to maintain and plant trees in the City of Fredericksburg to continue the designation of Tree City USA.

### Fiscal Year 2017 Objective

- Continue to maintain the current trees and stay committed to rebuilding the urban forest by planting additional trees.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	35,556	20,000	20,000	42,755	40,000	40,000	0.00%
Materials & Supplies	38,345	45,000	50,528	37,926	45,000	45,000	0.00%
<b>Total Expenditures</b>	<b>\$ 73,901</b>	<b>\$ 65,000</b>	<b>\$ 70,528</b>	<b>\$ 80,681</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>0.00%</b>

### Significant Program Highlights

- There are no other changes to the program budget.



## GENERAL FUND – REGIONAL DETENTION FACILITIES

The City of Fredericksburg participates with several regional partners and the state to fund the operations of the Rappahannock Regional Jail and the Rappahannock Juvenile Detention Center. The City’s partners for the Rappahannock Regional Jail include Stafford County, Spotsylvania County, and King George County. The Juvenile Center includes those jurisdictions, plus the Counties of Orange, Madison, and Louisa. The City budget also includes a small amount for Medical Examiner services.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Juvenile Detention Center	327,211	311,975	311,975	294,264	348,705	450,000	29.05%
Regional Jail	3,381,710	3,783,720	3,783,720	3,741,869	3,938,720	3,853,904	-2.15%
<b>Total Expenditures</b>	<b>\$ 3,708,921</b>	<b>\$ 4,095,695</b>	<b>\$ 4,095,695</b>	<b>\$ 4,036,133</b>	<b>\$ 4,287,425</b>	<b>\$ 4,303,904</b>	0.38%
Medical Examiner	\$ 260	\$ 1,200	\$ 1,200	\$ 200	\$ 1,000	\$ 1,000	0.00%

### Significant Program Highlights

- The Recommend Budget for the Juvenile Detention Center is an increase of 29%. This is due to increased usage by the City relative to the other member jurisdictions. Additional increases are anticipated in FY 2018.
- Although the City’s share of the Regional Jail decreased slightly between FY 2017 and FY 2016, it is expected to increase significantly in FY 2018.
- The City’s Manager’s Budget recommendation included the establishment of a rate stabilization reserve for future jail increases. This was funded before the close of FY 2016.

## GENERAL FUND - SAFETY AND RISK MANAGEMENT PROGRAM

The Safety and Risk Management program was established to promote a culture of safety for City employees. Through the program, City staff attended 98 training classes covering 20 different topics in FY 2015. The duties of the program include the following:

- Conducting health and safety education programs for City employees,
- Performing review assessments and inspections of work processes, procedures, facilities, and equipment,
- Investigating all work injuries, work related illnesses, or dangerous events, and
- Coordinating the corrective action for occupational safety and health hazards.



*City snow plow crews prepare for the winter 2015/16 season through classes provided by the Department of Safety and Risk Management program.*

Staff of the Safety and Risk Management program serve as the primary contact with VML Insurance for our liability claims.

### Fiscal Year 2017 Goal

- Continue to improve the safety of City staff through training, environmental assessments and improvement of personal protection equipment

### Fiscal Year 2017 Objectives

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

	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Worker's Comp Claims	95	93	94	90
Value	\$198,156	\$217,776	\$200,000	\$200,000
Loss Ratio (Premiums/Claims)	39.24	36.54	35.00	35.00

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	58,576	60,405	60,405	60,636	62,610	67,990	8.59%
Fringe Benefits	24,742	28,585	28,585	32,781	28,350	29,430	3.81%
Purchased Services	1,894	6,500	6,500	6,019	11,000	11,000	0.00%
Util, Comm, Rentals, Etc.	-	600	600	50	600	600	0.00%
Travel & Training	195	1,300	1,300	498	1,300	1,300	0.00%
Dues & Memberships	-	95	95	-	95	95	0.00%
Materials & Supplies	5,456	6,500	6,500	1,469	7,050	7,050	0.00%
<b>Total Expenditures</b>	<b>\$ 90,862</b>	<b>\$ 103,985</b>	<b>\$ 103,985</b>	<b>\$ 101,453</b>	<b>\$ 111,005</b>	<b>\$ 117,465</b>	15.78%
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

**Significant Program Changes**

- The increase in Salaries & Wages reflects the 2% COLA and FY 2016 mid-year adjustments.
- The increase in Fringe Benefits is related to increases in Salaries & Wages and health insurance premiums.

## 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 need basis, transports of prisoners and others in custody, as well as performs 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 2017 Goal

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

### Fiscal Year 2017 Objective

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

### Performance Measures

	FY 2014	FY 2015	FY 2016	FY 2017
Civil Process	Actual	Estimate	Estimate	Estimate
Number of Papers Served	59,727	61,185	61,200	61,200

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

### Fiscal Year 2017 Goal

- Continue to provide adequate security for all of the Courts

### Fiscal Year 2017 Objectives

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

**Performance Measures**

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	FY 2017 Estimate
<b>Court Days</b>				
Circuit Court	368	370	390	390
General District Court	228	225	228	228
Juvenile & Domestic Relations Court	351	310	350	350

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	FY 2017 Estimate
<b>Transports</b>				
Inmates	742	925	875	1,000
Mental Health	118	89	180	105

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	1,114,020	1,312,332	1,312,332	1,308,220	1,362,105	1,346,180	-1.17%
Fringe Benefits	469,711	615,643	615,643	567,630	618,970	637,272	2.96%
Purchased Services	10,124	11,200	11,200	10,263	11,145	11,145	0.00%
Util, Comm, Rentals, Etc.	96,191	18,810	18,810	28,008	19,810	18,810	-5.05%
Travel & Training	2,671	3,000	3,000	2,603	3,300	3,300	0.00%
Dues & Memberships	1,085	1,100	1,100	1,077	1,100	1,100	0.00%
Materials & Supplies	67,846	68,100	68,100	65,890	66,100	66,100	0.00%
Joint Operations	8,250	9,900	9,900	9,854	10,300	10,712	4.00%
Capital Outlay	61,827	61,000	61,000	60,915	66,000	62,000	-6.06%
<b>Total Expenditures</b>	<b>\$ 1,842,217</b>	<b>\$ 2,101,085</b>	<b>\$ 2,101,085</b>	<b>\$ 2,057,910</b>	<b>\$ 2,158,830</b>	<b>\$ 2,156,620</b>	<b>-0.10%</b>
<b>Revenues</b>							
Compensation Board	\$ 488,516	\$ 488,370	\$ 488,370	\$ 475,793	\$ 477,000	\$ 505,000	5.87%
Excess Fees	2,966	2,800	2,800	5,654	3,000	4,800	60.00%
Courthouse Security Fees	71,520	85,000	85,000	63,268	80,000	70,000	-12.50%
<b>Total Revenue</b>	<b>\$ 563,002</b>	<b>\$ 576,170</b>	<b>\$ 576,170</b>	<b>\$ 544,715</b>	<b>\$ 560,000</b>	<b>\$ 579,800</b>	<b>3.54%</b>
<b>Percent Recovery</b>	<b>30.56%</b>	<b>27.42%</b>	<b>27.42%</b>	<b>26.47%</b>	<b>25.94%</b>	<b>26.88%</b>	
<b>Full - Time Positions</b>	<b>19</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	

**Significant Program Highlights**

- There are no significant changes.
- The decrease in Util, Comm, Rentals, ETC., reflects the shifting of cell phone costs to the Fringe Benefits line at the request of the Sheriff.
- The increase in the Joint Operations line will cover a 4% increase for the Rappahannock Regional Criminal Justice Academy.
- The Capital Outlay line includes two new vehicles.
- Revenue estimates reflect actual and anticipated revenue trends.

## 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 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change FY 2016 to FY 2017
Transfer to Schools	\$ 26,005,000	\$ 26,355,000	\$ 27,394,710	\$ 27,544,710	0.55%
Transfer to School Grants - Head Start	215,500	215,500	215,500	215,500	0.00%
Transfer to Debt Service	7,180,310	7,693,819	7,303,040	7,352,306	0.67%
Transfer to Capital	1,465,000	1,968,195	2,000,000	2,506,400	25.32%
Transfer to Public Assistance	1,011,670	1,039,810	1,157,365	1,067,431	-7.77%
Transfer to CSA Fund	792,320	675,275	675,275	675,275	0.00%
Transfer to Victim-Witness	67,170	58,000	58,000	70,460	21.48%
Transfer to Grants - Arts	10,000	30,000	30,000	35,000	16.67%
Transfer to Grants Fund	162,615	168,810	156,500	155,350	-0.73%
Transfer to City Grants - Regional Tourism	121,000	121,000	121,000	121,000	0.00%
Transfer to EDA Fund	19,744	65,362	30,000	30,000	0.00%
Transfer to Stormwater Fund	-	-	-	125,500	100.00%
Transfer to Property Maintenance and Preservation Fund	100,000	-	-	-	0.00%
Attrition Savings	-	-	(242,650)	(200,000)	-17.58%
Contingency	-	-	496,885	500,000	0.63%
	<b>37,150,329</b>	<b>38,390,771</b>	<b>39,395,625</b>	<b>40,198,932</b>	<b>2.04%</b>

**Significant Program Highlights**

- The General Fund Transfer to the City School’s for FY 2017 is \$ \$27,544,710, an increase of \$150,000.
- The transfer to the Debt Service Fund allows for the principle and interest on our bond issuances to be paid. Included in the FY 2017 budget are payments associated with the General Fund items associated with the Winter 2016 bond issue.
- Transfer to Capital increased based on a large number of items needed to be completed in FY 2017. The revenue source for the transferred amount is General Fund balance that is assigned for capital projects.
- The City transfer to the Social Services Fund is 1,067,431. The transfer and the use of fund balance in the Social Service Fund account for the local share of \$1.089 million. The overall program budget has decreased slightly in FY 2017 due to one-time capital expenses in FY 2016 and a reduction in rental payments to the City.
- Transfer to the Comprehensive Services Act Fund (CSA Fund) is \$675,275.
- In prior years, the transfer to the Victim-Witness program reflected the use of fund balance in the City Grants Fund. The FY 2017 transfer reflects the City’s share of the program costs.
- The \$155,350 transfers to the City the City’s Grant Fund is broken down as follows:

Virginia Domestic Violence	\$	25,000
Soap Box Derby		1,000
Farmer’s Market		12,500
Midnight Madness		13,000
CDBG		43,850
First Night		10,000
Regional Group Tourism		<u>50,000</u>
	\$	155,350

- Savings from Attrition is an offsetting account that requires the City to not spend \$200,000 in salary and benefits money appropriated in other budget lines in FY 2017. The savings will be achieved through holding positions open longer before filling them or not filling them during this fiscal year. The amount is less than prior year due to expected retirements and turn-over.
- 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 FY 2017 Budget includes the use of General Fund Balance as the source for the General Fund Contingency.

## 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 collection enforcement of delinquent accounts.

**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.

**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.

### FY16 Highlights

- Collected over \$1.1 million in personal property tax revenue in FY 2015 via the Seizure by Booting Program.
- eBilling offered for real estate and personal property as a billing option beginning in November 2015.
- Improved communication with residents regarding due dates through the "NOTIFY ME" option on the City's website.
- Improved collection of retiree health care premiums through VRS payroll deductions.

### Fiscal Year 2017 Goals:

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

### Fiscal Year 2017 Objectives:

- Coordinate request for proposal for new banking services in order to select a vendor.
- 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.
- Manage the transition to a new bank as necessary.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	385,703	409,385	409,385	376,277	411,435	395,985	-3.76%
Fringe Benefits	166,694	210,202	210,202	182,055	197,845	222,101	12.26%
Purchased Services	42,550	85,100	85,100	56,268	85,100	85,100	0.00%
Util, Comm, Rentals, Etc.	47,261	39,550	39,550	52,515	44,550	48,900	9.76%
Travel & Training	1,838	2,050	2,050	1,397	2,250	2,250	0.00%
Other Non-Personal	84,752	16,000	16,000	64,419	22,500	77,500	244.44%
Dues & Memberships	948	1,000	1,000	505	1,000	1,000	0.00%
Materials & Supplies	3,666	4,500	4,500	4,484	4,000	4,700	17.50%
Capital Outlay	-	-	-	-	-	-	-
Transfers	35,555	30,000	30,000	36,297	35,000	45,000	28.57%
<b>Total Expenditures</b>	<b>\$ 768,967</b>	<b>\$ 797,787</b>	<b>\$ 797,787</b>	<b>\$ 774,217</b>	<b>\$ 803,680</b>	<b>\$ 882,536</b>	<b>9.81%</b>
<b>Revenues</b>							
State Revenue	\$ 97,588	\$ 133,700	\$ 105,140	\$ 148,289	\$ 132,850	135,000	1.62%
<b>Total Revenue</b>	<b>\$ 97,588</b>	<b>\$ 133,700</b>	<b>\$ 105,140</b>	<b>\$ 148,289</b>	<b>\$ 132,850</b>	<b>\$ 135,000</b>	<b>1.62%</b>
<b>Percent Recovery</b>	<b>12.69%</b>	<b>16.76%</b>	<b>13.18%</b>	<b>19.15%</b>	<b>16.53%</b>	<b>15.30%</b>	
<b>Full - Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	

### Significant Program Highlights

- The decrease in Salaries & Wages is due to a decline in the request for part-time salaries.
- The increase in Fringe Benefits is related to higher health insurance premiums.
- The increase in Other Non-Personal reflects an expected increase in banking service fees as the City moves to a new provider. The current banking service does not adequately meet the needs of the City. The Treasurer, in conjunction with Fiscal Affairs and Administration, anticipates issuing a request for proposal in FY 2017. This is a high priority and is necessary to maintain the accuracy of banking and financial records.
- The increase in Util, Comm, Rentals, Etc. reflects increases in postage relating to actual spending patterns. This was somewhat offset by saving from the Voice over IP telephone system upgrade.
- The increase in Purchased Services reflects one-time costs associated with obtaining new banking services.
- The increase in revenues is based on historical and current revenue trends.

## 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 2017 Goal

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

### Fiscal Year 2017 Objectives

- Continue to successfully run local, general, primaries and special elections.
- Continue to develop and update the Officers of Election training program involving electronic pollbooks and voting equipment.
- Assist potential candidates in providing the correct election and campaign forms: Candidate Packet.
- Elections include:
  - November 8, 2016 -
    - General Election (President, U.S. House of Representative)
  - June 13, 2017
    - Primary (if held)
      - Governor, Lieutenant Governor, Attorney General, House of Delegates
      - Commonwealth Attorney, Commissioner of Revenue, Treasurer

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	96,425	103,532	103,532	100,279	116,055	108,590	-6.43%
Fringe Benefits	35,187	39,770	39,770	39,404	43,745	35,825	-18.11%
Purchased Services	78,430	58,400	58,400	45,407	58,400	63,400	8.56%
Util, Comm, Rentals, Etc.	3,671	4,800	4,800	3,732	4,200	4,200	0.00%
Travel & Training	3,680	2,250	2,250	1,315	2,500	2,500	0.00%
Dues & Memberships	625	500	500	479	625	625	0.00%
Materials & Supplies	5,230	8,000	8,000	6,221	6,000	6,000	0.00%
Capital Outlay	-	-	-	-	-	31,720	-
<b>Total Expenditures</b>	<b>\$ 223,248</b>	<b>\$ 217,252</b>	<b>\$ 217,252</b>	<b>\$ 196,837</b>	<b>\$ 231,525</b>	<b>\$ 252,860</b>	9.21%
<b>Revenues</b>							
Compensation Board	\$ 41,283	\$ 38,000	\$ 38,000	\$ 40,132	\$ 39,000	40,000	2.56%
<b>Total Revenue</b>	<b>\$ 41,283</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ 40,132</b>	<b>\$ 39,000</b>	<b>\$ 40,000</b>	2.56%
<b>Percent Recovery</b>	<b>18.49%</b>	<b>17.49%</b>	<b>17.49%</b>	<b>20.39%</b>	<b>16.84%</b>	<b>15.82%</b>	-6.09%
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

**Significant Program Changes**

- The decrease in Salaries & Wages reflects a lower request for part-time Salaries & Wages.
- The decrease in Fringe Benefits reflects lower withholding taxes related to fewer part-time hours, lower VRS rates, and retiree health insurance.
- The increase in Purchased Services includes additional funds for printing ballots for the November 2016 general election.
- The increase in Capital Outlay is for voting equipment. The City will purchase six new optical scan tabulators prior to the November general election. Six optical scan tabulators were purchased in FY 2016.

## 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 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 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Purchased Services	\$ 6,875	\$ -	\$ -	\$ 6,505	\$ -	\$ 95,000	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,505</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>-</b>
	\$ -						
<b>Revenues</b>	<b>0</b>						
Penalties and Interest	\$ -	\$ -	\$ 4,052	\$ -	\$ -	\$ -	-
Reimbursements	(85)	-	15,800	-	-	-	-
General Fund Transfer	100,000	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	95,000	-
	<b>\$ 99,915</b>	<b>\$ -</b>	<b>\$ 19,852</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>-</b>

### Significant Program Highlights

- The City amended the FY 2016 Budget by \$95,000 to account for costs associated with the Blight Abatement program. 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.

Expenditure Summary	FY 2015 Final Budget [1]	FY 2015 Actual	FY 2016 Adopted Budget	FY 2016 Amended Budget	FY 2017 Adopted	Change FY 2016 - FY 2017
Victim Witness	133,590	136,533	136,110	136,110	204,186	50.02%
Virginia Domestic Violence	69,505	55,687	68,395	68,395	71,720	4.86%
Commonwealth Domestic Violence		32,346				
Crime Prevention				1,200		
DJS Law Enf, Terrorism Prevention	6,795	4,723		3,456		
DMV Grants	36,934	35,218	14,500	27,702	24,025	65.69%
COP Grant	65,000	62,044		526		
ICAC (Internet Crimes Against Children)					6,000	
Justice Administration Grant	4,379	2,640	21,875	22,527	14,500	-33.71%
Virginia E-911					2,000	
Hazmat Response	105,000	96,487	30,000	30,000	30,000	0.00%
Fire Services	98,215	74,717	73,240	73,240	76,972	5.10%
Rescue Squad Assistance Grant	26,230	26,276	35,000	35,000	-	-100.00%
Rescue – Four-for-Life	25,000	28,591	25,000	25,000	25,000	0.00%
Local Emergency Performance Grant	10,860	10,698	10,680	10,680	10,680	0.00%
Brownfields EPA Grant		40,899				
United Way Special Events		19,717				
Soap Box Derby	28,000	21,354	28,000	28,000	21,500	-23.21%
Frejus Spots Exchange	17,000	-	17,000	17,000	-	-100.00%
Starfires	25,000	6,947	25,000	25,000	10,000	-60.00%
Cossey Park		502				
FSPA - Old Mill Park		1,500				
Hurkamp Picnic	8,000	2,023	8,000	8,000	8,000	0.00%
Farmer's Market	21,500	19,509	26,500	26,500	22,600	-14.72%
NRPA Out of School Time	23,800	189				
Midnight Madness			9,000	9,000	15,000	66.67%
Fredericksburg Arts Commission	15,000	29,181	35,000	35,000	40,000	14.29%
PEG Access	95,000	89,229	40,000	40,000	-	-100.00%
CDBG	192,020	206,462	177,215	177,215	200,870	13.35%
Historic Data	25,000	20,650				
CDBG (Removal of Architectural Barriers)	5,000	5,000	5,000	5,000	6,000	20.00%
First Night	63,000	32,922	63,000	63,000	50,000	-20.63%
Regional Group Tourism	150,000	106,984	150,000	150,000	150,000	0.00%
Regional Consumer Marketing	363,000	400,110	363,000	363,000	363,000	0.00%
<b>Total Fund</b>	<b>1,612,828</b>	<b>1,569,138</b>	<b>1,361,515</b>	<b>1,380,551</b>	<b>1,352,053</b>	<b>-0.69%</b>

[1] Adopted FY 2015 Budget was \$1,356,040

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

Expenditure Summary	Federal	State	Other	FY 17 General Fund Transfer	Use of City Grants Fund Balance	Total
Victim Witness	100,295	33,431		70,460	-	204,186
Virginia Domestic Violence		40,000		25,000	6,720	71,720
DMV Grants	24,025	-				24,025
ICAC Grant		6,000				6,000
Justice Administration Grant	14,500					14,500
Virginia E-911		2,000				2,000
Hazmat Response		30,000				30,000
Fire Services		76,972				76,972
Rescue – Four-for-Life		25,000				25,000
Local Emergency Performance Grant		10,680				10,680
Soap Box Derby			20,500	1,000		21,500
Starfires			10,000			10,000
Hurkamp Picnic			8,000			8,000
Farmer’s Market			10,100	12,500		22,600
Midnight Madness			2,000	13,000		15,000
Fredericksburg Arts Commission		5,000		35,000		40,000
CDBG	157,020			43,850		200,870
CDBG (Removal of Architectural Barriers)					6,000	6,000
First Night			40,000	10,000		50,000
Regional Group Tourism			100,000	50,000		150,000
Regional Consumer Marketing	-	-	242,000	121,000	-	363,000
<b>Total Fund</b>	<b>295,840</b>	<b>229,083</b>	<b>432,600</b>	<b>381,810</b>	<b>12,720</b>	<b>1,352,053</b>

### Significant Program Highlights

- The transfer from the General Fund is \$381,810, an increase of \$16,310 or 4.46% over FY 2016 level of \$365,500.
- Due to an increase in state funding, a part-time position will be converted to a full-time position in the Victim Witness Program.
- The Soap Box Derby and First Night are not self-supporting and now include General Fund support.
- General Fund support for the Farmer’s Market has increased to \$12,500 from \$5,000.
- The budget for the Midnight Madness program had increased to \$15,000 from \$9,000. The General Fund transfer is also increasing to \$13,000 from \$9,000.
- The Frejus Sports exchange is inactive and no longer included in the budget.

## COMPREHENSIVE SERVICES ACT FUND

The Fredericksburg Comprehensive 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 oversee accessibility to, and funding for, services.

### Fiscal Year 2017 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.

### Fiscal Year 2017 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, and in FAPT meetings.

### Performance Measures

	FY 2014 Actual	FY 2015 Actual	FY 16 Estimated	FY 17 Estimated
Special Education Day expenditures	\$938,730	\$1,199,332	\$1,110,994	\$1,089,307
Average number of days a child is in Private Day placement	533	719	660	600
Children Served	25	23	22	22
Percentage of Parent/Guardian participation in FAPT	N/A	N/A	50%	75%

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	\$ 45,692	\$ 46,654	\$ 46,654	\$ 47,299	\$ 48,121	\$ 44,580
Fringe Benefits	\$ 12,280	\$ 24,393	\$ 24,393	\$ 12,629	\$ 24,395	\$ 24,252	-0.59%
Travel & Training	\$ 2,392	\$ 3,300	\$ 3,300	\$ 3,091	\$ 3,300	\$ 3,600	9.09%
Other Non-Personal	\$ 1,494,098	\$ 1,800,000	\$ 1,930,000	\$ 1,940,545	\$ 1,850,354	\$ 1,800,000	-2.72%
Materials & Supplies	\$ 459	\$ 2,300	\$ 2,300	\$ 927	\$ 2,300	\$ 2,000	-13.04%
<b>Total Expenditures</b>	<b>\$ 1,554,921</b>	<b>\$ 1,876,647</b>	<b>\$ 2,006,647</b>	<b>\$ 2,004,491</b>	<b>\$ 1,928,470</b>	<b>\$ 1,874,432</b>	<b>-2.80%</b>
<b>Revenues</b>							
State Revenue	\$ 923,630	\$ 1,108,290	\$ 1,108,290	\$ 1,100,119	\$ 1,050,200	\$ 1,085,199	3.33%
Other Revenue	53,690	23,090	23,090	49,446	41,155	41,153	0.00%
Transfer from the General Fund	792,320	675,275	675,275	675,275	675,275	675,265	0.00%
Fund Balance	-	69,992	199,992	-	161,840	72,815	-55.01%
<b>Total Revenue</b>	<b>\$ 1,769,640</b>	<b>\$ 1,876,647</b>	<b>\$ 2,006,647</b>	<b>\$ 1,824,840</b>	<b>\$ 1,928,470</b>	<b>\$ 1,874,432</b>	<b>-2.80%</b>

**Significant Program Highlights**

- Other Non-Personal funding includes the majority of program expenses, which are mainly contracted services from outside service providers.
- Fredericksburg CSA Program has consistently accessed alternate funding sources such as Medicaid, Title IV-E, PSSF, and PD-16 in an attempt to contain local funding requirements.
- There continues to be significant costs associated with Special Education services which are IEP (Individual Education Plan) driven and mandated.



## 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

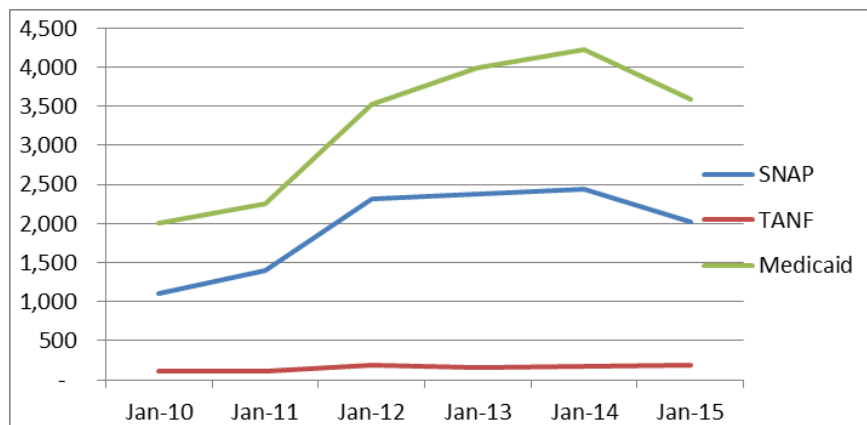
### Fiscal Year 2017 Goal

- Work with families and individuals to endure 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 2017 Objectives

- Collaborate with community partners to develop a service to assist families with the 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 secure and maintain employment

### Performance Measures



Graph 1. FDSS Caseload Data

	FY 2014 Actual	FY2015 Actual	FY 2016 Estimated	FY 2017 Projected
Reduce the % of reports of abuse and/or neglect with prior Fredericksburg history	28%	28%	25%	25%
90% of CPS referral contacts are made within the mandated response priority	99%	100%	100%	100%
75% of children in foster care will be discharged to permanency within 24 months	79%	88%	44%	44%
97% SNAP applications will be processed on time	98%	99%	99%	99%
97% Medicaid applications will be processed on time	84%	89%	90%	92%
97% Medicaid renewals will be processed on time	98%	96%	98%	98%
97% TANF applications will be processed on time	98%	99%	98%	99%
Meet or exceed the Federal Work Participation rate of 50%	48%	52%	50%	50%
Meet or exceed the Federal 3 month employment retention rate of 50%	76%	79%	80%	83%

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	\$ 1,570,929	\$ 1,639,118	\$ 1,639,118	\$ 1,636,429	\$ 1,748,777	\$ 1,812,895	3.67%
Fringe Benefits	\$ 746,615	\$ 852,447	\$ 852,447	\$ 796,112	\$ 900,833	\$ 864,738	-4.01%
Purchased Services	\$ 207,795	\$ 189,250	\$ 189,250	\$ 201,275	\$ 226,250	\$ 164,000	-27.51%
Util, Comm, Rentals, Etc.	\$ 151,042	\$ 155,700	\$ 155,700	\$ 157,146	\$ 219,300	\$ 129,600	-40.90%
Travel & Training	\$ 8,197	\$ 6,500	\$ 6,500	\$ 8,328	\$ 6,500	\$ 12,900	98.46%
Other Non-Personal	\$ 1,622,173	\$ 1,679,300	\$ 2,101,300	\$ 1,959,134	\$ 2,128,300	\$ 2,223,300	4.46%
Dues & Memberships	\$ 2,265	\$ 1,200	\$ 1,200	\$ 1,405	\$ 1,200	\$ 1,500	25.00%
Materials & Supplies	\$ 26,633	\$ 33,300	\$ 33,300	\$ 28,517	\$ 36,300	\$ 42,300	16.53%
Capital Outlay	\$ 13,067	\$ 25,000	\$ 25,000	\$ 34,520	\$ 18,600	\$ 9,000	-51.61%
<b>Total Expenditures</b>	<b>\$ 4,348,716</b>	<b>\$ 4,581,815</b>	<b>\$ 5,003,815</b>	<b>\$ 4,822,866</b>	<b>\$ 5,286,060</b>	<b>\$ 5,260,233</b>	<b>-0.49%</b>
<b>Revenues</b>							
Federal Revenue	\$ 1,977,171	\$ 1,645,646	\$ 1,835,146	\$ 2,242,070	\$ 2,125,139	\$ 2,155,043	1.41%
State Revenue	1,383,528	1,791,071	2,023,571	1,545,954	1,880,081	1,936,620	3.01%
Transfer from the General Fund	1,011,670	1,039,810	1,039,810	1,039,810	1,157,365	1,089,293	-5.88%
Recovered Cost	56,265	52,110	52,110	58,928	35,000	79,277	126.51%
Fund Balance	-	53,178	53,178	-	88,475	-	-100.00%
<b>Total Revenue</b>	<b>\$ 4,428,634</b>	<b>\$ 4,581,815</b>	<b>\$ 5,003,815</b>	<b>\$ 4,886,762</b>	<b>\$ 5,286,060</b>	<b>\$ 5,260,233</b>	<b>-0.49%</b>

### Significant Program Highlights

- The total City Social Services Fund is at \$5,260,233. The budget includes \$21,293 from the Public Assistance Fund balance.

## 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 City's leased parking lot at 904 Princess Anne Street, which provides availability of 40 spaces for nights and weekends.

### Fiscal Year 2017 Goal

- Continue to provide parking to commuters, residents and visitors of the City of Fredericksburg.

### Fiscal Year 2017 Objectives

- Continue to use new technology to account for daily fee activity
- In conjunction with the City Manager's Office and City Council work to determine how to address future parking needs
- Set up a separate program in the parking fund to account for the new lot at the intersection of Amelia and Charles Street in FY 2017.

### Sophia Street Parking Garage

#### Fiscal Year 2017 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 2017 Objectives

- Manage a major project to perform waterproofing and other repairs to the Sophia Street Parking Garage.
- In conjunction with the Information Technology Department, investigate the possibilities of changing the software for the pay stations in the garage.

### 904 Princess Anne Street Parking Lot

#### FY 2017 Goal

- Continue to provide leased spaces for the 904 Princess Anne Street lot in a safe, effective, and efficient manner.
- Increase utilization of the 904 Princess Anne Parking Lot.

**Budget Summary**

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	97,959	103,365	103,365	95,137	105,355	107,175	1.73%
Fringe Benefits	21,980	36,105	36,105	21,841	30,045	31,520	4.91%
Purchased Services	29,164	39,500	39,500	22,565	39,500	131,300	232.41%
Util, Comm, Rentals, Etc.	26,845	46,400	46,400	33,093	41,400	39,400	-4.83%
Other Non-Personal	5,533	9,000	9,000	5,717	9,000	8,200	-8.89%
Materials & Supplies	14,795	8,100	8,100	5,987	7,900	8,300	5.06%
Capital Outlay	152,346	153,080	153,080	153,583	141,480	153,600	8.57%
Transfers	131,375	319,365	319,365	77,853	310,940	301,505	-3.03%
<b>Total Expenditures</b>	<b>\$ 479,997</b>	<b>\$ 714,915</b>	<b>\$ 714,915</b>	<b>\$ 415,776</b>	<b>\$ 685,620</b>	<b>\$ 781,000</b>	13.91%
<b>Revenues</b>							
Parking Fees	\$ 327,297	\$ 285,825	\$ 353,532	\$ 353,532	\$ 285,825	\$ 261,000	-8.69%
Other Local Revenues	18,946	6,500	15,664	15,664	6,500	16,000	146.15%
Motor Fuels Tax	321,084	269,510	263,502	263,502	238,295	230,000	-3.48%
Fund Balance			153,080		155,000	274,000	76.77%
<b>Total Revenue</b>	<b>\$ 667,327</b>	<b>\$ 561,835</b>	<b>\$ 785,778</b>	<b>\$ 632,698</b>	<b>\$ 685,620</b>	<b>\$ 781,000</b>	13.91%
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Significant Program Highlights**

- The Parking Fund is an Enterprise Fund. Prior capital expenditures become assets and are depreciated over time. Capital Outlay includes an expense of \$153,600 for depreciation.
- The City uses surplus motor fuels taxes to pay a portion of the debt service incurred to build the parking garage.
- The budget for Purchased Services includes \$90,000 for waterproofing and minor repairs in the Garage. The CIP includes additional water-proofing and other work in the FY 2019.
- In FY 2016, the City purchased land at the intersection of Amelia and Charles Street. Operations at this lot will begin in late FY 2016 and is reflected in the FY 2017 budget.
- The decrease in Parking Fees reflects revenue collections at the Parking Garage. The City Manager’s Office is exploring options to make-up for revenue declines in this Fund.
- The increase in Other Local Revenues reflects ongoing trends in collections.

## 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, 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 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	\$ 51,702	\$ 51,630	\$ 51,630	\$ 49,782	\$ 52,663	\$ 53,715	2.00%
Fringe Benefits	\$ 15,062	\$ 15,440	\$ 15,440	\$ 15,432	\$ 14,442	\$ 11,817	-18.18%
Purchased Services	\$ 52	\$ 1,200	\$ 1,200	\$ 23	\$ 1,200	\$ 1,200	0.00%
Util, Comm, Rentals, Etc.	\$ 1,147	\$ 1,000	\$ 1,000	\$ 1,180	\$ 1,000	\$ 1,000	0.00%
Travel & Training	\$ 21	\$ 1,200	\$ 1,200	\$ -	\$ 1,200	\$ 1,200	0.00%
Materials & Supplies	\$ 5,368	\$ 7,350	\$ 7,350	\$ 4,059	\$ 7,350	\$ 7,350	0.00%
Capital Outlay	\$ 3,237	\$ 58,230	\$ 58,230	\$ 8,267	\$ 3,230	\$ -	-100.00%
Transfers	\$ 2,134	\$ -	\$ -	\$ 1,348	\$ -	\$ -	-
<b>Total Expenditures</b>	<b>\$ 78,723</b>	<b>\$ 136,050</b>	<b>\$ 136,050</b>	<b>\$ 80,091</b>	<b>\$ 81,085</b>	<b>\$ 76,282</b>	<b>-5.92%</b>
<b>Revenues</b>							
Interest on Investments	\$ 30,200	\$ 30,250	\$ 30,250	\$ 16,304	\$ 30,250	\$ 30,000	-0.83%
Recovered Cost	26,600	27,400	27,400	14,895	27,400	27,400	0.00%
Local Transfer	-	-	-	-	-	-	-
Fund Balance	-	24,100	78,400	-	23,435	18,882	-19.43%
	<b>\$ 56,800</b>	<b>\$ 81,750</b>	<b>\$ 136,050</b>	<b>\$ 31,199</b>	<b>\$ 81,085</b>	<b>\$ 76,282</b>	<b>-5.92%</b>

### Significant Program Highlights

- The Riparian Lands Stewardship Fund is a permanently protected endowment fund.
- The City may use 75% of the interest earnings generated by the fund for operations. The balance must be added to the protected endowment.
- The City is grateful for the support of Spotsylvania and Stafford County for this ongoing program.

## STORMWATER MANAGEMENT PROGRAM

The Department of Community Planning and Building City administers stormwater management functions through the Stormwater Management Fund. This fulfills one of the City Council Goals and Initiatives and addresses a recommendation of the Novak Study. The City established the Stormwater Program in 2016 to address the federal Environmental Protection Agency and the Virginia Department of Environmental Quality increasing focus on stormwater management. 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.

Functions within the Stormwater Management Program 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.

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. Program revenues are estimated to offset about 40% of costs. Currently, a general fund subsidy is required for the remainder of the costs.

In FY 2016 City Council approved adding a new position, that of Senior Environmental Planner. The FY 2017 Adopted Budget includes funding for this newly created position as well as a position previously funded in the General Fund. Personnel in the Public Works Department also assists with stormwater management efforts.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141,125	-
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,695	-
Util, Comm, Rentals, Etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100	-
Travel & Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	-
Other Non-Personal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,380	-
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,200	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,500</b>	<b>-</b>
<b>Revenues</b>							
VSMP Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	-
Local Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,500	-
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,500</b>	<b>-</b>
<b>Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	

### **Significant Program Highlights**

- FY 2017 is the first full-year of funding for the Storm Water Management Program
- The Senior Environmental Planner is a new position added mid-year FY 2016
- The Storm Water Administrator/Environmental Planner position was previously funded in the General Fund

## TRANSIT FUND

FREdericksburg Regional Transit (FRED) provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region (i.e., the City of Fredericksburg and the counties of Caroline, Spotsylvania and Stafford). FRED provides three categories of service: 1) regular weekday service (with pre-arranged route deviations) in the City and four counties; 2) weekday dedicated VRE feeder service; and 3) Thursday and Friday evening and Saturday and Sunday service centered on the University of Mary Washington during the academic year.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
Salaries & Wages	\$ 1,933,774	\$ 2,221,125	\$ 2,221,126	\$ 2,021,439	\$ 2,273,366	\$ 2,316,098	1.88%
Fringe Benefits	\$ 466,733	\$ 585,608	\$ 585,611	\$ 454,678	\$ 633,626	\$ 637,609	0.63%
Purchased Services	\$ 289,545	\$ 337,999	\$ 556,933	\$ 279,726	\$ 351,999	\$ 335,000	-4.83%
Util, Comm, Rentals, Etc.	\$ 157,529	\$ 183,445	\$ 183,445	\$ 146,921	\$ 182,811	\$ 182,812	0.00%
Travel & Training	\$ 5,391	\$ 8,005	\$ 8,005	\$ 10,770	\$ 8,001	\$ 8,000	-0.01%
Other Non-Personal	\$ 106,745	\$ -	\$ -	\$ -	\$ -	\$ -	-
Dues & Memberships	\$ 610	\$ 1,999	\$ 1,999	\$ 1,788	\$ 1,999	\$ 2,000	0.05%
Materials & Supplies	\$ 607,850	\$ 782,399	\$ 782,400	\$ 500,296	\$ 692,201	\$ 634,400	-8.35%
Capital Outlay	\$ 869,000	\$ 1,304,934	\$ 1,304,926	\$ 859,757	\$ 1,274,913	\$ 1,208,115	-5.24%
Transfers	\$ -	\$ 285,004	\$ 185,004	\$ -	\$ 291,828	\$ 300,000	2.80%
<b>Total Expenditures</b>	<b>\$ 4,437,177</b>	<b>\$ 5,710,518</b>	<b>\$ 5,829,449</b>	<b>\$ 4,275,375</b>	<b>\$ 5,710,744</b>	<b>\$ 5,624,033</b>	<b>-1.52%</b>
<b>Revenues</b>							
Fares	\$ 423,081	\$ 497,604	\$ 497,604	\$ 403,921	\$ 497,604	\$ 393,874	-20.85%
Other Local Income	1,845,437	1,853,574	1,853,574	1,678,760	1,853,574	1,716,176	-7.41%
State Income	1,452,283	821,183	821,183	847,071	821,183	581,183	-29.23%
Federal Income	3,601,919	1,607,205	1,607,205	1,135,012	1,607,205	1,851,000	15.17%
Fund Balance	-	930,952	1,049,888	-	931,178	1,064,400	14.31%
<b>Total Revenue</b>	<b>\$ 7,322,720</b>	<b>\$ 5,710,518</b>	<b>\$ 5,829,454</b>	<b>\$ 4,064,764</b>	<b>\$ 5,710,744</b>	<b>\$ 5,606,633</b>	<b>-1.82%</b>

### Significant Program Highlights

- Transit is accounted for as an Enterprise Fund.
- There are no significant changes to the level of service for FY 2017.
- The budget includes funding for a part-time analyst to assist data analysis of the new route software.



## 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 four-person crew, funded in both the Water Fund and the Sewer Fund, which has activities in 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 also assist sewer customers.

### Fiscal Year 2017 Goal

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

### Fiscal Year 2017 Objectives

- Enhance the fire hydrant maintenance program to ensure all fire hydrants are operating properly.
- Successfully manage the Caroline Street Sewer Line Replacement CIP project.

### Full-time Position Summary

Crew	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Administration & Main Crew	7	7	7	7	7
Water & Sewer Crew	5	5	5	5	5
Utility Billing	2	2	2	2	2

*Notes:*

- *The Assistant Director of PW – Utilities, the Water & Sewer Crew, and the Utility Billing Personnel are split between the Water and Sewer Funds.*
- *All personnel are members of the Public Works Department save Utility Billing, whose two employees are members of Fiscal Affairs.*

**Budget Summary**

Expenditures	FY 2015		FY 2015		FY 2016		FY 2017		% Change
	FY 2014 Actual	Adopted	Amended	FY 2015 Actual	Adopted	Adopted	Adopted		
Salaries & Wages	\$ 813,409	\$ 971,365	\$ 971,365	\$ 919,558	\$ 992,015	\$ 989,205	\$ 989,205	-0.28%	
Fringe Benefits	\$ 433,890	\$ 564,920	\$ 564,920	\$ 470,910	\$ 551,465	\$ 571,354	\$ 571,354	3.61%	
Purchased Services	\$ 996,048	\$ 1,246,780	\$ 1,219,974	\$ 814,487	\$ 1,002,000	\$ 983,900	\$ 983,900	-1.81%	
Util, Comm, Rentals, Etc.	\$ 344,359	\$ 302,585	\$ 302,585	\$ 334,920	\$ 311,602	\$ 311,370	\$ 311,370	-0.07%	
Travel & Training	\$ 1,242	\$ 6,110	\$ 6,110	\$ 2,177	\$ 6,150	\$ 4,350	\$ 4,350	-29.27%	
Other Non-Personal	\$ 14,023	\$ 2,000	\$ 2,000	\$ 20,742	\$ 2,000	\$ 12,000	\$ 12,000	500.00%	
Dues & Memberships	\$ 5,669	\$ 3,500	\$ 4,250	\$ 7,143	\$ 4,500	\$ 4,500	\$ 4,500	0.00%	
Materials & Supplies	\$ 175,879	\$ 167,500	\$ 178,684	\$ 165,133	\$ 339,868	\$ 304,910	\$ 304,910	-10.29%	
Capital Outlay	\$ 1,530,199	\$ 1,510,470	\$ 1,557,324	\$ 1,526,927	\$ 1,575,000	\$ 1,750,000	\$ 1,750,000	11.11%	
Transfers/Debt Service	\$ 894,643	\$ 1,687,935	\$ 1,687,935	\$ 867,948	\$ 2,208,225	\$ 2,142,195	\$ 2,142,195	-2.99%	
<b>Total Expenditures</b>	<b>\$ 5,209,361</b>	<b>\$ 6,463,165</b>	<b>\$ 6,495,147</b>	<b>\$ 5,129,945</b>	<b>\$ 6,992,825</b>	<b>\$ 7,073,784</b>	<b>\$ 7,073,784</b>	<b>1.16%</b>	
<b>Revenues</b>									
Charges for Service	\$ 5,484,479	\$ 4,964,160	\$ 4,964,160	\$ 5,559,917	\$ 5,176,200	\$ 5,244,575	\$ 5,244,575	1.32%	
Other Income	181,191	130,600	130,600	185,844	131,625	134,100	134,100	1.88%	
Fund Balance	-	1,368,405	1,400,387	-	1,685,000	1,695,109	1,695,109	0.60%	
<b>Total Revenue</b>	<b>\$ 5,665,670</b>	<b>\$ 6,463,165</b>	<b>\$ 6,495,147</b>	<b>\$ 5,745,761</b>	<b>\$ 6,992,825</b>	<b>\$ 7,073,784</b>	<b>\$ 7,073,784</b>	<b>1.16%</b>	

**Significant Program Highlights**

- The increase in Other Non-Personnel reflects the budgeting of actual expenses related to banking services fees.
- Funding for a Water and Sewer rate study is included in the Purchased Services line. The last funding was funded in FY 2012. The costs will be split between the Water and Wastewater Fund.
- Capital Outlays includes a new Skid Steer Loader and a single axle dump truck. These costs will be split between the Water and Wastewater Fund.
- Capital Outlay also includes the purchase spare pumps for Fall Hill and Celebrate Virginia pump stations and the replacement of heaters at the Wastewater Treatment Plant.

## WATER FUND

The City of Fredericksburg provides drinking water to 7,600 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 six-member Water Administration crew and the five-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 2017 Goal

- Continue work on the City's capital improvements plan, 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 2017 Objectives

- Enhance the fire hydrant maintenance program to ensure all fire hydrants are operating properly.
- Successfully manage the Caroline Street Water Line Replacement CIP project.
- Collect field information to strengthen GIS water system data accuracy.

### Performance Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Miss Utility Tickets	4,667	5,015	5,645	5,700	5,700
Water Service	7,898	7,975	8,031	8,200	8,200

### Full-time Position Summary

Crew	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projection
Administration & Main Crew	7	7	7	7	7
Water & Sewer Crew	5	5	5	5	5
Utility Billing	2	2	2	2	2

Notes:

- The Assistant Director of PW – Utilities, the Water & Sewer Crew, and the Utility Billing Personnel are split between the Water and Sewer Funds.
- All personnel are members of the Public Works Department save Utility Billing, whose two employees are members of Fiscal Affairs.

### Budget Summary

Expenditures	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	% Change
	Salaries & Wages	\$ 373,228	\$ 437,120	\$ 437,120	\$ 437,409	\$ 453,825	\$ 457,655
Fringe Benefits	\$ 219,280	\$ 270,695	\$ 270,695	\$ 266,271	\$ 268,745	\$ 272,769	1.50%
Purchased Services	\$ 1,388,333	\$ 1,582,450	\$ 1,580,994	\$ 1,406,119	\$ 1,556,895	\$ 1,590,650	2.17%
Util, Comm, Rentals, Etc.	\$ 40,441	\$ 40,000	\$ 40,000	\$ 43,533	\$ 41,950	\$ 48,720	16.14%
Travel & Training	\$ 1,335	\$ 4,200	\$ 4,200	\$ 2,291	\$ 4,900	\$ 4,900	0.00%
Other Non-Personal	\$ 25,411	\$ 20,000	\$ 20,000	\$ 32,638	\$ 27,000	\$ 27,000	0.00%
Dues & Memberships	\$ -	\$ -	\$ -	\$ 178	\$ -	\$ 200	100.00%
Materials & Supplies	\$ 119,952	\$ 141,700	\$ 139,020	\$ 112,679	\$ 122,150	\$ 123,020	0.71%
Capital Outlay	\$ 536,833	\$ 562,215	\$ 576,339	\$ 534,369	\$ 574,455	\$ 594,000	3.40%
Transfers	\$ 316,653	\$ 719,240	\$ 719,240	\$ 367,426	\$ 1,389,870	\$ 1,290,851	-7.12%
<b>Total Expenditures</b>	<b>\$ 3,021,465</b>	<b>\$ 3,777,620</b>	<b>\$ 3,787,608</b>	<b>\$ 3,202,913</b>	<b>\$ 4,439,790</b>	<b>\$ 4,409,765</b>	<b>-0.68%</b>
<b>Revenues</b>							
Water Sales	\$ 3,222,774	\$ 2,902,555	\$ 2,902,555	\$ 3,275,170	\$ 3,574,790	\$ 3,574,820	0.00%
Other Income	212,677	190,000	190,000	221,573	190,000	205,000	7.89%
Fund Balance	-	685,065	-	-	675,000	629,945	-6.67%
<b>Total Revenue</b>	<b>\$ 3,435,451</b>	<b>\$ 3,777,620</b>	<b>\$ 3,092,555</b>	<b>\$ 3,496,743</b>	<b>\$ 4,439,790</b>	<b>\$ 4,409,765</b>	<b>-0.68%</b>

### Significant Program Highlights

- The increase in Util, Comm, Rental, Etc. is for phone service for the digital alarm system at water pump stations and storage tanks, cell phone service for water distribution personnel, and tablets for the new water cut-on/off system.
- Funding for a Water and Sewer rate study is included in the Purchased Services line. The last funding was funded in FY 2012. The costs will be split between the Water and Wastewater Fund.
- Capital Outlays includes a new Skid Steer Loader and a single axle dump truck. These costs will be split between the Water and Wastewater Fund.